

Wm
"General Plan of Campaign to be Followed in Selling
Central Station Power," Winner of Prize Contest, Page 28

VOL. V, NO. I

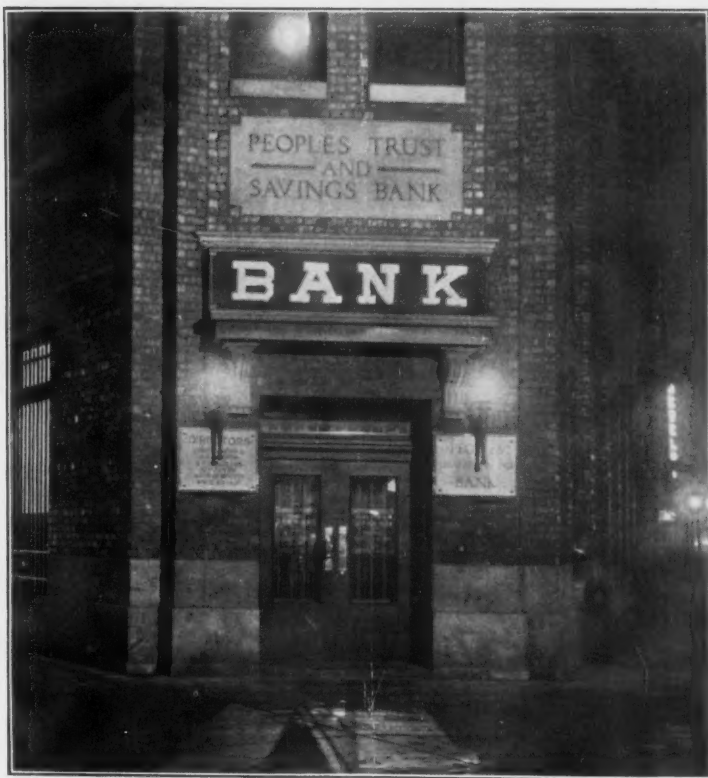
\$1.00 A YEAR

FEBRUARY, 1909

SELLING ELECTRICITY

128
418
10

Edited by FRANK B. RAE, Jr.



Dignified Outside Illumination of a Chicago Bank

Read "BRIGHTENING THE BANK," Page 9

PUMPING PROFITS

If you don't see just how
you can introduce

"Sanitary" Pumps

In Homes, Apartment Houses,
Hotels, Office Buildings,
Suburban Residences,

write us and we will show you where the market lies. And we'll help you develop it. And we'll *prove* that there is profit in it for you.



This is a cut of our new type of Duplex Double-Acting Pump, suitable for any general service up to 300 feet elevation and in any capacity up to fifty gallons per minute.

The simplest, most efficient and most reliable pump on the market; operates with less power and sells for less money per gallon delivery than any other.

Fully guaranteed, and has no competitor when simplicity, economy, durability and costs are considered. Write for details.

Manufactured by the
Sanitary Pump Co.
DAYTON, OHIO

TK1
E363



The
"American"
Chafing-dish
Girl

Sell Service

You're looking for goods that are easily sold, that stay in order, that the consumer uses whenever possible and is proud of.

Aren't you?

If you are looking for that sort of chafing-dishes, percolators, disc heaters, curling-iron heaters and flat irons—we can do business together.

In selling **American** goods you are selling solid comfort, you are selling *constant service*.

Why not sell goods that will be a continuous source of revenue *after* the sale? That means more than a little profit *on* the sale.

We have a catalog for you
—*free*.

**American Electrical
Heater Company**

Detroit, Michigan



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Let
pow
file
of
pec
And
pra
We
ask

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OUR PLANS PLUS YOUR PUSH

A Power Installation is the Hardest Problem the Central Station Salesman Has to Solve. Let Us Help You--FREE.

NO matter how well qualified you are, a motor installation is a hard problem. It means careful figuring, deep study. And, when the proposition is all ready to present to the prospective power customer, there's always the question in your mind—"Is this plan the very best I can offer?"

"PUT IT UP TO CROCKER-WHEELER"

Let us help you—free. Our engineers and motor experts do nothing else than solve power problems. For 21 years we have built, perfected, installed motors. In our files are thousands of plans and specifications covering almost every conceivable class of installation—thousands of tests and reports. Knotty problems, unusual conditions, peculiar requirements, which may be altogether new to you, are old stories with us. And if, as happens daily, a new problem is presented, we have 62 trained, capable, practical engineers who will bring their combined skill to bear.

We offer free the services of our Engineers to Central Station commercial men. All we ask in return is that you will consider **Crocker-Wheeler** motors in the installation.

CROCKER-WHEELER COMPANY

AMPERE, NEW JERSEY

In writing to advertisers mention "Selling Electricity."



Cold Weather Sells the Heating Pads

MANY people use an Electric Heating Pad practically every night through the winter to warm up the bed-clothes before retiring. Then too the cold, wet season aggravates ills, like neuralgia, that the heating pad does so much to relieve. Altogether the time is now at hand when these articles can be most readily introduced. The stations that begin early will get the revenue from them all winter. Remember Simplex Pads have given the best satisfaction for years.

SIMPLEX-ELECTRIC-HEATING-CO.

Cambridge, Mass.

Monadnock Building, Chicago

Harmony as a Sales Argument

When you talk lighting equipment to a *particular* customer, talk *individuality*. The architect or owner of a fine residence or modern business building *demand*s an installation that is not only *efficient* but *artistic*—equipment that is in *harmony* with the architecture and blends with the decorations while giving the maximum useful illumination.



Opalux Glass Reflectors and Tungsten Fixtures

while wholly *practical* and *moderate-priced*, represent the highest development of *artistic design*, *harmony* and *good taste*. Their beauty appeals to those seeking "something better;" their low cost and high efficiency appeal to the most economical.

The only way to appreciate the beauty and realize the efficiency of OPALUX is to see it. Write for Catalogue 10.

The Enos Company
NEW YORK

35
16

Hunt

Holophane Steel

AND THE

Hard-to-Please Customer

When the Holophane Company announced its new and improved line of Holophane-D'Olier Metal Reflectors—

The Holophane Steel Line

—the "hard-to-please" customer began to think up reasons why he couldn't handle it. We had a double answer to all objectors—Quality and Advertising.

"We do not ask you to buy—we ask you to help us sell." That was our proposition. Those Electrical Contractors, Jobbers and Supply Men who accepted this proposition are now selling

Holophane Steel Reflectors

by the hundred. With our aid they are equipping many large industrial plants and making a good margin of profit on these big orders. We should be glad to hear from more dealers who are willing to co-operate with us along these lines.

HOLOPHANE COMPANY

Metal Reflector Department

227-229 Fulton Street, New York

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San Francisco

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In writing to advertisers, mention "Selling Electricity."

Benjamin Tungsten Arcs

... and ...

Tungsten Adapters

Please the Trade
A Pleased Customer
Means—
More
Business



Catalog No. T 45 K

RESULTS



Catalog No. 99

Central Stations

Will find a popularized service, and a consequent new source of revenue in the use of our Tungsten Arcs and Adapters. † Our fixtures satisfy the most critical user, and no matter what the angle of the outlet, our Adapter always creates good feeling, by the ease and completeness with which it disposes of the "vertical difficulty."

We have literature covering this entire line.

Write for our Tungsten Folder and Discounts

Benjamin Electric Mfg. Co.

New York

CHICAGO

San Francisco

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SELLING ELECTRICITY

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Vol. V

FEBRUARY, 1909

No. 1

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Prize Offer for Industrial Heating Story

SO much attention is being paid to the electric smoothing iron and household heating devices, that little or nothing is heard of electrically heated industrial appliances. The most prolific markets are naturally the first to be developed, so it is not surprising that the irons and the various domestic apparatus should have overshadowed all else.

But why should so few people know, for instance, that the gold leaf lettering on a Dixon pencil is put there by means of a special electric heating device? How many of us have heard of the many applications of the electric oven with rheostat or thermostat control? What is the reason that oil canners use electric soldering irons even though the contact with muriatic acid makes the life of the iron extremely short?.

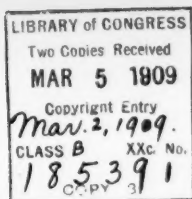
Every central station heating man is continually on the lookout for opportunities to introduce electric heat into shops and factories, and it is being done every day, through the adaptation of standard apparatus or the devising of new applications.

We offer our check for \$15.00 for the best story of an industrial heating installation. We will also pay \$5.00 each for the three entries next in order of merit. All however must be worthy.

This covers the field of glue pots, soldering irons and all special devices, only installations of smoothing irons and appliances for domestic use being barred. The articles must be not longer than 1500 words nor less than 1000 words and should be accompanied by at least one photograph for illustration.

All contributions must be received before April first.

The Committee of Award will be announced later.



SELLING ELECTRICITY

Vol. V

FEBRUARY, 1909

No. 1

The Value of the N. E. L. A.

THE National Electric Light Association's committee on commercial program has determined upon its list of papers and already some hundreds of the best brains in the land are busy in their preparation.

The dozen most vital subjects in central station commercial practice will be analyzed; the experience of the most successful men in the industry will be gathered; facts and figures from the four corners of America will be tabulated, compared, reduced to practical working data and formulae—the whole will be boiled down and compressed into half a dozen sessions of several hours each.

That these meetings will be of the greatest value cannot be questioned. It may be questioned, however, whether the managers, officers and directors of lighting companies now realize that this value is personal and that it affects every man in the commercial department, from the new business manager to the greenest solicitor. It may sound radical to urge that it would be an economy to send every central station solicitor east of the Mississippi to the next N. E. L. A. Convention at Atlantic City, but—

When a man is hired to solicit light and power contracts, he is paid upon the basis of experience. A man with a record gets his \$2500 a year; a green man, say, \$600. Relatively, the better paid man is the more profitable because there is no experimenting, no taking of valuable hours to educate him, no expense of nerve force to overcome his discouragements, no need to personally locate the business and then explain in detail how it should be closed. It is safe to say that the average \$15.00-a-week man is really paid \$50.00—\$15.00 in cash and the balance in guidance, education, ginger and worry. Yet we never receive back more than our fifteen dollars' worth.

The problem, then, is to get over this period of education in the shortest time and at the least expense. A good answer is—the N. E. L. A. Convention.

The difference between moderate success and real success lies solely in the mental breadth, the self-confidence and the enthusiasm of the individual. These are the qualities which the National Convention will fan to flame. Your average solicitor, plodding about the streets week in and

week out, becomes narrow and small minded; seeing little or no change in the condition of his territory from day to day, he becomes dispirited and loses enthusiasm. He may still turn in a good quota of contracts, but there is no snap or vim to his work.

Send him to the National Convention. There he will meet personally on an equal footing the best men in the industry. The papers are comparatively unimportant, for he can read them and study them later, but the personal contact with successful men—the spirited discussion—the intimate exchange of experience—these are what count.

The greatest benefit any man gets at the National Convention is enthusiasm. No man ever really belongs to the industry until he has attended one; no man ever attends one who does not leave with a broader view, bigger conceptions, added experience and—enthusiasm.

To send a man to the Atlantic City convention may cost the equivalent of his month's pay, but it will add 20 per cent to his efficiency. It will do more to educate him than anything you can do. Send him to the convention.

A Dollar Idea

Window Trimmer, New Business Dept.
The Dayton Lighting Company, Dayton, Ohio



THE story of the electric heating pad displacing the old style water bottle is a long harangue, especially when the explanation is arranged on a window card. However, just because the manufacturer bestows one name on an appliance is no reason why it may not be sold under another, if conditions of season or the attitude of the public make it advisable.

The window trimmer of The Dayton Lighting Company recently arranged a very attractive window display of electric heating pads and placed in a very conspicuous position a card telling the whole story of the electric heating pad vs. the old style hot water bottle. For some reason few sales were made. During the winter months old people, and especially women, are bothered with cold feet and we decided to feature the heating pad to such. We substituted a card reading simply "The Electric Foot Warmer, Price \$6.00." The large number of sales traced directly to this window after the change was made convinced us that there was something in a name.

CITY NATIONAL BANK

The Bank Sign that Fought the Panic in Canton, Ohio

Brightening the Bank

BY EARL E. WHITEHORNE

IN the fall of 1907, on the very day the banks in Canton, Ohio, began to issue Clearing House certificates, the City National Bank of Canton placed an order for the largest electric sign that could in good taste be erected on its building—one sign already burned on the front, the second was ordered for the side wall of the building. The manufacturer was instructed to work day and night, and the sign was erected and lighted just as quickly as men and money could accomplish it. The country was struggling in the throes of a panic: banks were husbanding their resources; men who called for cash, received certificates: there was no money in sight—but those signs burned from dusk to dawn, seven days in the week and what they stood for in

the minds of all men was—Confidence—Courage—Strength. There was no run on the City National Bank of Canton.

* * *

Confidence, courage and strength are the characteristics of every successful banking institution. Every banker knows that the public must be inspired with confidence. In recognition of the power of suggestion, the architecture of bank buildings is invariably massive and dignified, symbolical of permanence and impregnability.

Does an electric sign impair or enhance the beauty of such a building? Will the presence of electric lights outlining the building or spelling out the institution's name tend to create



Sign in Easton, Pa.—Dignified and Positive



A Boston Bank Using an
Illuminated Sign to Secure
Constant Publicity



Another Illuminated Sign in
Boston. An Integral Part
of the Building

favorable or unfavorable public sentiment?

In every bank in the land a light burns before the vault during the hours of darkness, and the window shades are up. Why? For protection against the safe driller, and that the depositor may look in as he

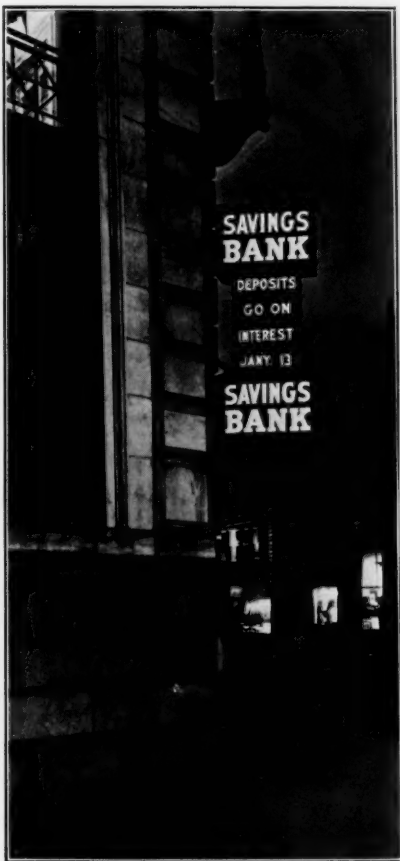
Will it not inspire public confidence in the institution?

A certain officer of public safety has gone on record to the effect that were it not for the brilliantly lighted public buildings, signs and show windows in his city, it would be necessary to double the strength of the police force. Now if it is true that electric signs, and the illumination of buildings is so strong a factor in the promotion of public safety, the bank, by the very nature of its business, should lead the movement and set an example.

The word *banker* has grown to be a very synonym for dignity and conservatism, and rightly so. No banking institution can afford to radically depart from world-wide bank ethics. But the illumination of bank buildings, and the use of electric signs by banks is not only conservatism, but may be made to increase the dignity and solidity of the institution.

Spectacular displays are unnecessary: theatre effects are not our aim. If the architect is called upon as he should be for advice in design and arrangement of such ornamentation, no handsome building need suffer ill. The most beautiful architectural displays the world has ever seen have been produced at our international expositions by the illumination of classic hall and towers.

It has been demonstrated again and again in American cities east, west and south, that brightly lighted streets are a mighty power for the up-building of general business prosperity. To illustrate, there is a certain New England city of about 15,000 inhabitants that lay dormant for years, and was known as a "dead



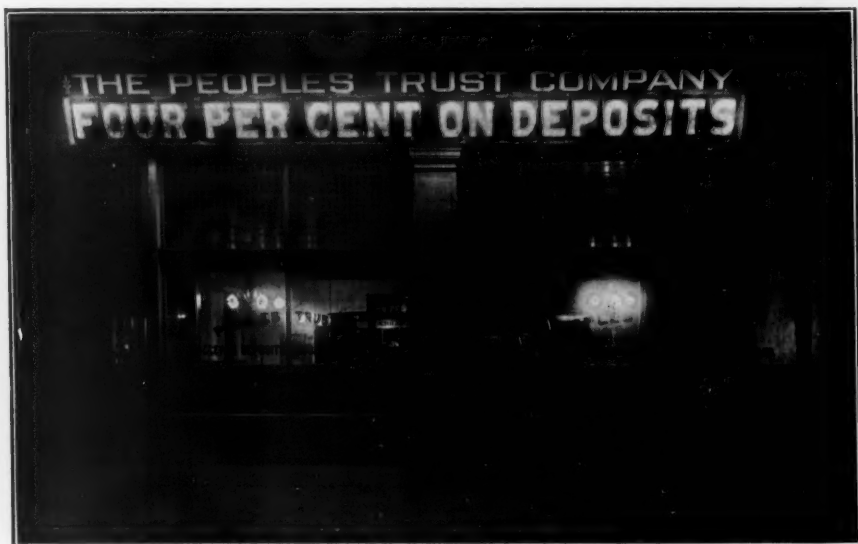
A Boston Bank Sign in Good Harmony with the Ornamentation of the Building

passes by and know that his money is secure and guarded—by light.

Does not this principle apply equally to light on the building itself? Will it not convey the same impression of safety, but in greater degree?

town." There were no amusements; the streets were deserted at night; practically no business was done after dark. The electric lighting company changed hands, and the new owners started in to enliven the town. Additional street lights were put up, merchants were induced to keep their windows lighted until late, and a great many electric signs were installed. The people immediately began to promenade on the streets on pleasant even-

this money was turning over faster, which is the true basis of prosperity. It meant that the man-on-the-street was paying 25 per cent more money to the merchant for purchases, to be deposited in the merchant's bank account. The merchant in turn increased his business with the wholesaler, and called on the bank for assistance in enlarging his store. Right down the line, step after step, the banks of that city were in touch with



Electric Advertising on a Bank in Muncie, Ind. A Direct Appeal for Business

ings, and shortly as a result two amusement places opened up. They were liberally and enthusiastically patronized. The town was alive and inside of one year the Merchants' Association reported an increase in general business of almost 25 per cent.

What did all this mean to the local banks and trust companies?

It meant that not only was there more money in the town, but that

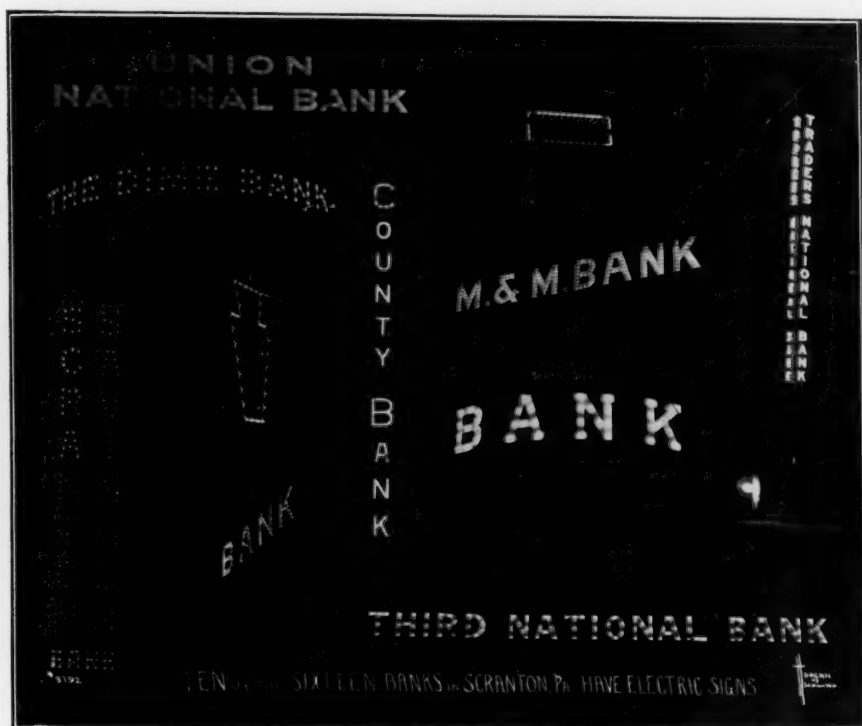
every factor. Every time a dollar changed hands there was an opportunity for some bank to participate.

The bank holds a unique position in that every man and nearly every woman is a possible customer, and yet the fact remains that in this enlightened day there are hundreds and thousands of families who still hoard their small savings at home. They are simply ignorant of the many advantages offered by modern banking

institutions, and this very considerable non-banking public must be educated and enlightened by the banks themselves, before their money will be brought into useful circulation.

The difference between the dignified conservatism of the banker and the informal attitude of the representative of almost any other business is very commonly misconstrued, and

No opportunity for bringing the bank in close touch with the people should be disregarded. The appropriate illumination of the bank itself, and a bright artistic electric sign makes a personal appeal and receives the thinking attention of every man and woman who passes. It dispels prejudice, and while not detracting at all from the bank's dignity and high



A Composite Photograph of Bank Signs in Scranton, Pa.

the bank is accused of standing aloof. Men moving to a city where they have no connections find it hard to decide what bank to approach, and hesitate for fear their small savings will be viewed with disfavor. Manifestly they are wrong, but is not the bank also to blame for allowing such an unjust prejudice to exist?

position, it takes away the severity and sombre coldness which characterize too many banks. The function of the bank and the trust company is a business proposition pure and simple. The greater the number of depositors the greater the prosperity of the institution; and just as any business man participates in the prosper-



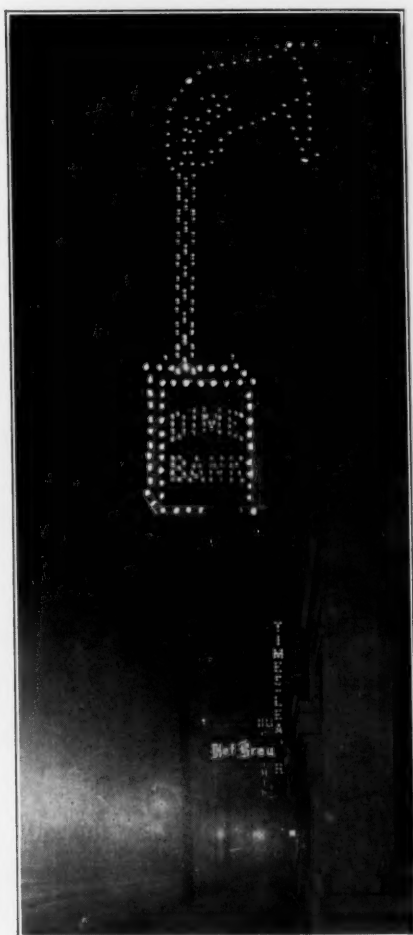
This Suburban Bank Uses a Single Lamp Sign at the Door of the Safety Deposit Department

No One Can Say that the Appearance of this Bank in Washington, D. C., is Marred by the Sign



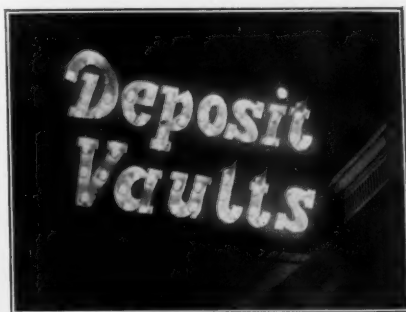
ity of his community, so does the bank reap profit in greater measure.

Therefore, as a matter of pure business prudence, the bank should be the first to avail itself of the power of electric advertising, and at the



This Sign in Wilkes-Barre, Pa., is Animated and Shows the Dimes Dropping into the Bank

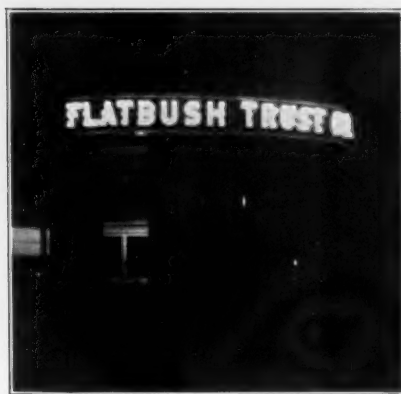
same time aid in the common cause of promoting the civic welfare. Panics, local areas of business depression, have their basic origin in the minds of the people themselves, and the private hoarding of money is its chiefest



A Denver, Colo., Bank Sign, Advertising a Specialty

evil. The influence of light on human beings is identical with its effect on insects, and the bright courageous illumination of a bank building draws money into circulation and inspires confidence. The instance of the City National Bank of Canton, and the fact that several bank signs were erected in Cincinnati during the height of the panic of 1907 are significant.

Another phase of the subject which every banker will appreciate as important is this:—the prosperity of a lighting company is to a very considerable extent dependent on its revenue from out-door illumination—



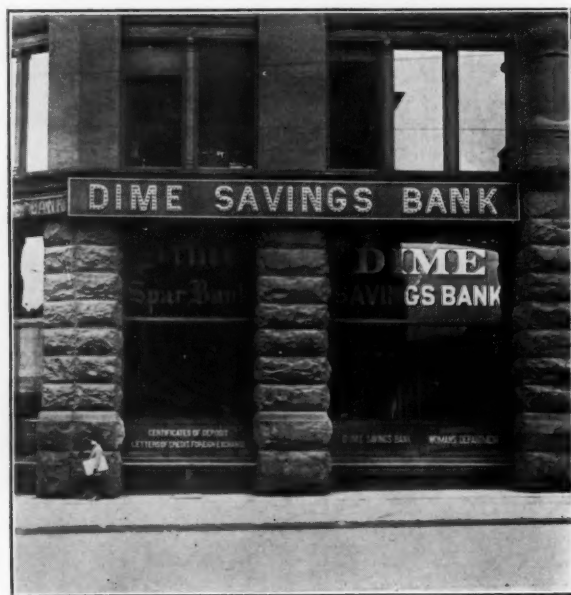
A Brooklyn Sign Adapted to Contour of Building. This Sign Burns Daily from Dark to Midnight

street lighting, the outlining of buildings and electric signs. There are few banks which neither own nor hold as collateral against loans, the securities of their local public service corporations. It is therefore certainly to the interest of the bank to aid in the popularizing of electric illumination and display.

If confidence, courage and strength are the prime attributes of the banking institution no bank nor trust

company should neglect the opportunity offered by the use of electric light to impress its character on the public mind in a lasting, favorable, indelible manner.

The electric sign possesses an irresistible magnetic power of attraction, and light is ever a moral disinfectant. The bank before all others should be a leader in the cause of light, and apply more broadly the principle of the lamp before the vault door.



A* Bank Sign in Detroit, Mich. No Lack of Dignity Here



View of City National Bank of Canton Sign from Public Square

How the City National Bank Sign Was Sold During the Financial Flurry

BY VAN HUNTINGTON, NEW BUSINESS MANAGER
THE CANTON ELECTRIC CO., CANTON, OHIO

EARLY in the fall of 1907 we learned that the City National Bank of Canton was contemplating various schemes of advertising to bring itself strongly before the people.

Mr. Coughlin, then New Business Manager of the company, called at once on Mr. W. H. Clark, the president, and succeeded in interesting him in an electric sign. A sketch was made and presented, proposing a sign of 20" letters reading "City National Bank" to be erected on the front of the bank building, one story up.

The order was given and in a short time the sign was in place. Mr. Clark liked it very much, but agreed that it was not large enough for his purpose. We then took him to the north side of his building and pointed out to him a blank space on the wall six stories up with room for a sign 65 feet long, with letters three

feet high, which could be read from the Public Square. Here all inter-urban trolley passengers change cars in going to and from six to seven large towns and city passengers transfer. It is the heart of the city, the best possible place for an electric sign, in reach of thousands of people.

Just at that time the panic of 1907 struck Canton, and the banks issued script. We were afraid that it would affect the deal and the arguments of Mr. Coughlin were stronger than ever. Now, said he, was the time to put the sign up. It would show the people that the bank was as sound as a dollar, that it was not afraid, that it was going right along after more business, and spending money along progressive lines instead of cutting down expenditures as other institutions had been doing. It was pointed out to Mr. Clark that his putting up the sign

would stimulate and restore the confidence of the merchants and people of Canton who had been shaken by the panic. He made the remark that that was what the country needed, restored confidence, and that he was willing to do his share.

After a conference lasting an entire afternoon in his private office, the order for the big additional sign was secured with the understanding that we would take down the small one on the front of the building.

The new sign attracted a wonderful amount of attention, people telling Mr. Clark that it was a most magnificent sign and could be read further away than any that they had ever seen, and that he deserved a great deal of credit for placing it up there just at the right time. He, himself, was very much pleased and called at the Company's offices several times, expressing himself to that effect, and telling us that it could be read ten blocks away. He was finally convinced that he should keep the other sign up on the front of the building, which he did.

This bank has grown rapidly and is one of the largest banking houses in Canton, and Mr. Clark believes that the electric sign did more than its share toward building it up.

I have just closed another contract for a bank sign to read "Central Savings Bank" perpendicular, 30 inch letters, 18 inch space between each letter, 75 feet long, 300 cp. lamps, double sided. This bank is located two blocks from the Public Square, and it is their idea to put this large sign up so as to bring the bank's name right down into the centre of the city. I had two letters

made, actual size, wired, lamped, and hung on the bank building to convince the cashier that it would be plainly seen from the Public Square two blocks away. He was perfectly satisfied and seemed pleased by the interest and trouble we took to show him what to expect when his sign was erected.

Another large bank sign deal is practically closed. I made it a point to talk with each director of this bank personally, showing them the designs, etc., so that when the cashier whom I interested first in the matter brought it up before the directors' meeting, they would be familiar with all the details, cost of sign, cost of operation, etc., relieving him of all the trouble of explaining. The proposition was passed upon favorably at the first meeting and the cashier was authorized to go ahead using his own judgment in the selection of an electric sign.

The following letter recently received from the City National Bank, we value very highly:

THE CITY NATIONAL BANK OF CANTON.

Canton, Ohio, Feb. 9th, 1909.

THE CANTON ELECTRIC CO.,

Canton, Ohio.

GENTLEMEN:

About a year ago, at your suggestion, we placed on the north wall of our bank building a large electric sign, which has been and still is the subject of much favorable public comment. We believe the cost of this sign and its maintenance has yielded a more satisfactory return than would have resulted from the same expenditure in many other and more usual forms of advertising.

Very truly yours,

(Signed)

WM. H. CLARK,
Pres.



GEORGE WILLIAMS

Men Who've Made Good

Intimate Sketches of Successful New Business Men

No. 1. GEORGE WILLIAMS

By FRANK B. RAE, JR.

IT would be easy enough to write a nice, laudatory, little sketch about George Williams—one telling how, by sheer force of irresistible personality, he has raised himself to the position of the biggest commercial man in the industry. It would be easy, I say, to spread on platitudes and soft-soap, but it would do neither Williams nor anyone else any good. What you want to know is,—how did he do it? I shall try to tell you.

When George Williams landed in these United States he was 16 years old and very confident of his ability to do things. He came from Canada—a mighty good place to come from. About all he possessed when he landed in Cleveland was confidence, as above set forth, good health and a faculty for either overcoming or taking advantage of circumstances. This last talent is important. The man who can rule all circumstances does not exist, but the man who takes advantage of those he can't control has a pretty good start up the pathway of success.

For instance, about the second day after his arrival Williams applied for a job as salesman. The boss looked him over, snorted, and offered him a job driving a truck. Did Williams snort in turn? Not he. He accepted the job. He hadn't expected to be hired as a salesman—he hadn't expected anything in particular. But

when circumstances threw the truck-driver's job his way, he grabbed it and said "Thank you."

Driving a truck is not a very high grade of employment, but one gets fresh air and exercise, learns a great deal about shipping routes and rates,—and the pay is fair. Williams tooled a truck around Cleveland for a few weeks until circumstances threw a better job his way—the job of shipping clerk. The reason he got this job was because he knew about routes and rates, knew how to pack cases that would hang together and had acquired a pretty good working knowledge of the shipping business. From this you will gather that the art of taking advantage of circumstances is not altogether a matter of being johnny-on-the-spot. An important point is to be prepared. George Williams, as soon as he masters one job, is busy preparing for the next. Remember that one.

From shipping clerk, Williams moved on and up, drifted into the fixture and gas appliance business, moved to Chicago and finally turned up in Pueblo, Colorado, where he sold gas appliances on commission. Through these years he was, to all outward appearances, an ordinary, every-day hustler, more or less of the devil-may-care order. But in his brain there was evolving a theory of life—principles of success. This theory took definite form in about

these words: *It is as easy to do a big thing as a small one, provided you're prepared to do it. Take time to prepare—then move fast.*

One part of preparation consists in having friends. Friends give one tips, loan one money, hand out advice and serve to introduce one to prospective customers. So Williams made it a part of his business to make friends. A good way to make friends is to buy drinks, and Williams bought them—too many, some say. But not for long. He was buying the drinks for a purpose; when he found he was overdoing it, he quit. There was no compromise. He quit. He didn't sign a pledge or promise his best girl "Never again." He quit.

About this time, Henry L. Doherty was organizing the wonderful New Business Department of the Denver Gas and Electric Company. The country was full of the subject—old gray-beards prophesying that Doherty would go broke and young hustlers appealing to him for a chance to get on the band wagon. Williams decided to see for himself, so he rode up to Denver. Ten minutes after he went in, he determined to ask Mr. Doherty for a job, but Mr. Doherty got to it first—he asked Williams to take a job.

In Denver, George made good, thanks to his friends and faculty of being prepared. It is said of him that he was late to work o' mornings, that he caroused at night, that he lacked in those finer elements which comprehend success. Maybe, but—he signed more business than any man on the force; he developed the faculty of "closing" the hard contracts; he learned the trick of getting favorable publicity in the newspapers; he helped

the weaker men and, by judicious encouragement, taught them a part of his success secret; finally, he made a firm friend of "the old man," Mr. Doherty.

It's quite a trick to win the friendship of the boss—especially such a boss as Henry L. Doherty. Williams did it—not by boot-licking or flattery, for a big man's friendship doesn't come that way, but by "delivering the goods." And when Mr. Doherty wanted a man to go to Madison, Wis., to bolster up the commercial department there, he sent Williams—the man who gets results.

When Williams arrived at Madison he found that more gas per capita was used there than in any city in the Union. More gas stoves per capita were installed.

"Nothing doing in gas stoves," said a local man, "unless you put out very cheap ones."

Williams looked the ground over and put in a requisition for some big \$40.00 ranges—the kind with the oven up in the air, and with all sorts of improvements and conveniences. And he sold 'em.

Lorimer says in his *Letters of a Self-Made Merchant to His Son*—*"The place to sell flashy clothes is on Broadway where everybody is well dressed, and the place to sell mess pork is in the corn belt where everybody raises hogs."*

That was the principle Williams applied—he sold high-grade, high-priced ranges to people who already had ranges. The big ranges consumed more gas. If I might be permitted to stop and moralize here, I'd say that: *A good prospect is the man who knows the advantages of your service;*

there's more profit in selling a kilowatt more demand to an old customer than in getting a new customer for two kilowatts.

* * * *

Today George Williams is Commercial Manager in general charge of all the properties embraced by the Doherty interests. He has organized more New Business Departments than any man on earth—and all of them have been successful and profitable. He is keen, shrewd, implacable in the pursuit of a purpose. When he gets a real, full-blown, workable idea—which is about once a week or so—he hangs to it like a pup to a root until it is developed into a profitable reality.

I said, awhile back, that Williams always helped the other boys who worked with him. In this he shows a flash of real genius, for a word from him seems to accomplish more than

any quantity of orders, jolly or abuse from others. He has a way of impressing you with your own ability and power, and when you once realize that you can do a thing, it's half done. Failure is nothing but fear—the fear that you're going to fail.

We can't all be George Williams. We can't all possess his cold common sense, his grit, his power to concentrate wholly and with absolute singleness of purpose, his generosity and tolerance of other's weakness, his ability to originate and his courage to prove new ideas, his wonderful personality which has won the friendship and affection of some of the biggest and best men in the gas industry, the electric fraternity and in the fields of finance, and art and letters. We can't all be George Williams, but we can take a lesson from his work and pattern our efforts upon the same simple rules.

A Dollar Idea

A. Larney, Representative, New Business Department
The Dayton Lighting Company, Dayton, Ohio



ILLUMINATING engineers advise us to always hide as much as possible the source of light, and in making a sale to always impress the prospect with the fact that he is purchasing illumination and not light. In most instances it is difficult to make this distinction, however, a practical demonstration on the spot is always convincing.

One of our local opticians having tungsten lamps with frosted bulbs, with the proper Holophane reflector, installed in his store on approval, expressed a preference for the return of the Humphrey gas arcs, for the sight of the cluster of mantles had thoroughly convinced him that from this method he was obtaining more light. To convince him we suggested that he place a newspaper on the counter at an equal distance between the gas arc and the 100 watt tungsten lamp, this being done we would turn on the lights alternately. With the gas arc, standing as we did in an upright position, the print could scarcely be read, but with the tungsten the same print could be read with no difficulty. There were many reasons why this comparison showed so favorably which we did not consider necessary to explain to the prospect. Suffice to say we made the distinction between light and illumination and closed the order for the installation.

Theoretical and Practical Methods of Determining Electric Power Selling Rates

BY H. M. BEUGLER, SUPT. ELECTRIC DEPT.
ELMIRA WATER, LIGHT & R. R. CO., ELMIRA, N. Y.

THE subject of rates in the electric power business is one that has been under frequent discussion and will receive much more attention in the near future. The tendency of late years in manufacturing has been toward exact analysis of existing conditions of operating and the eradication of the guess work element so commonly met with in the past. The results of these investigations have brought out startling facts in the electric power business. They have proved that flat meter rates are not only illogical but impracticable, and have shown that a sliding rate is the only one that will treat all consumers alike.

Some time ago I made a very careful study of power conditions in six cities in the South, and attempted to formulate a rate that would conceal nothing from the general public nor from the stockholders. To insure the stockholders against loss, interest, depreciation, operating expenses and electrical losses, had to be accounted for. Curves were plotted showing these items and also showing the theoretical and practical selling rates deduced from the above items. The curves herewith presented are a similar set computed from the actual operating condition of the Elmira properties.

The operating charges were divided primarily into variable and fixed charges. By variable charges we

mean those charges which bear a direct ratio to the output and by fixed charges we mean those charges that are approximately constant at any output. The variable charges were found to be .013455 cents per kwh. and the fixed charges .0040615 cents per kwh. Interest and depreciation are of course fixed charges and were computed at 5% and 7% respectively. On the cost curve sheet will be found a diagrammatic classification of both the variable and fixed charges.

In plotting these curves the cost in cents per kwh. was used as ordinates and the time of consumption in hours as abscissae. The first curve to be plotted was for the variable charge. Owing to the nature of this charge this curve will be a straight line with ordinates all of the same height. Following this a curve may be plotted for the interest and depreciation charges and a brief outline of how the co-ordinates of this curve were established is given below. (See Fig. I.)

With interest at 5% and depreciation at 7% we must pay 12% per year on our investment of \$200 per kw. installed.

$$200 \times 0.12 = \$24 \text{ per yr. per kw.}$$

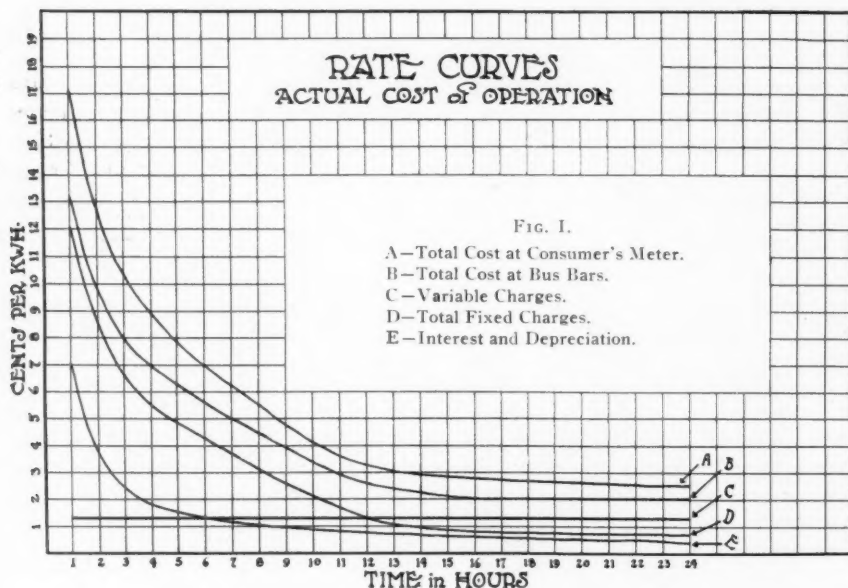
Now if a consumer only uses power one hour a day he must pay \$.0658 per hr. per kw. for the investment we have made and for the wear and tear, but should he use power 12 hours a day he would only have to pay \$.0658 \div 12 or \$.0055 per kwh. In this

manner we can determine the charge for any time period of consumption and from these charges plot our interest and depreciation curve.

The manner of determining the curve of fixed operating charges is somewhat different, as the average station load factor has to be taken into consideration. The fixed operating charges were \$.0040615 as before stated and the average load factor is

50%. In other words if the station was run on a 100% load factor for 12 hrs. the fixed operating charge would be .0040615c. Therefore the charge for the first hour must be $.40615 \times 12$ or 4.874c. per kwh. Having determined the first hour charge the others may be easily computed and the fixed operation curve drawn.

The next curve drawn was the total fixed charge cost and this consists



Variable Charges {

- Boiler Fuel.
- Water.
- Oil and Waste.
- Repairs, Boilers and Engines.
- Repairs, Generators and Elec. Equip.
- Repairs, General.
- Repairs, Condensing Apparatus.
- Maint., Lines and Poles.
- Maint., Transformers.
- Carbons.
- Arc Lamp Globes.
- Trimming and Inspecting Lamps.
- Registering and Collecting.
- Meter Dept. Expenses.
- Meter Repairs.
- Setting and Removing Meters.
- Service Maintenance.
- Incandescent Light Renewals.
- Repairs and Renewals of Arc Lamps.
- Gratuitous Work.
- Sundry Expense.

Fixed Charges {

- Interest 5%.
- Depreciation 7%.
- Operation {
 - Boiler Room Labor.
 - Engine Room Labor.
 - General Labor.
 - Sundry Supplies and Expenses
 - Clerical Salaries.
 - Soliciting.
 - Stable Expense.
 - Total General Expense.

Interest and depreciation computed on the basis of an investment of \$200 per K. W.

Total cost at the bus bars = Total Fixed Charges + Variable Charges.

Total Cost at the Consumer's Meter computed on the basis of a 30% Loss between the bus bars and the meters.

All computations based on a 12-hour consumption.

of a summation of the fixed operation and the interest and depreciation curves.

Having our total fixed and variable charge curves the next step was to get the curve showing the cost at the bus bars. This curve was obtained by adding algebraically the above curves.

Between the station bus bars and the consumer's meter there are certain electrical losses such as trans-

bars. Although this loss may be too large for some consumers and too small for others it would not be feasible to find the existing loss between the station busses and each consumer's meter and for that reason an average loss must be taken.

Having plotted our cost curves the next item is to determine an equitable selling rate. The first step in this direction is to establish a theoretical selling rate based upon a 20% earning

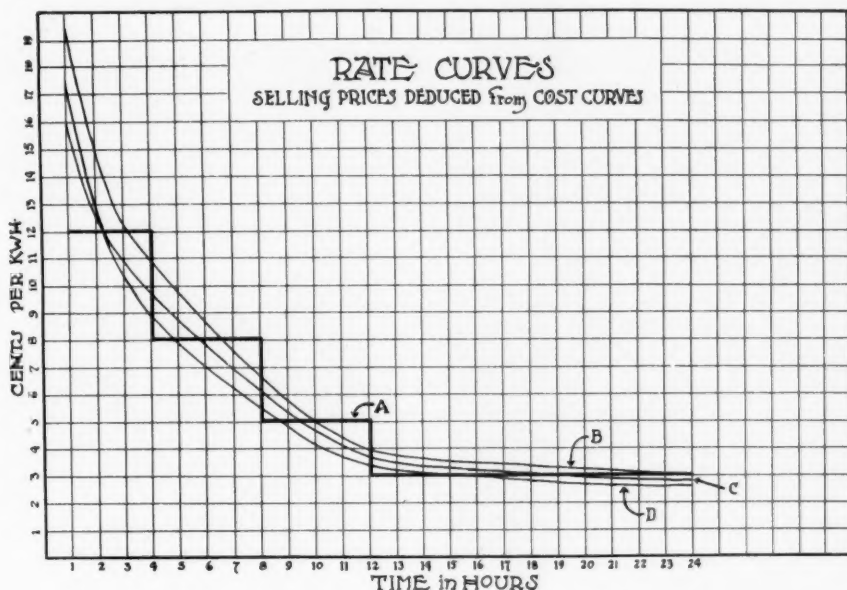


FIG. II.

A—Practical Selling Rate.
B—Theoretical Selling Rate.

C—Base Rate.
D—Cost at Consumer's Meter.

former losses, line losses, leakages, etc. It is self-evident that these losses must be paid for by the consumer or otherwise they would rapidly eat up such revenue as is justly due to the stockholders and leave the property with a deficit each year. We have taken the average electrical loss as 30% and in getting the cost at the consumer's meter we have added this amount to the cost at the bus

margin over and above the cost of the consumer's meter. From this earning margin will come all bad debts, cash discounts, etc., so that it will not show by any means the per cent of the total cost at the consumer's meter that the net earnings are but will be much larger. Looking at this curve we find that theoretically we should charge about 20c per kwh. to the one hour consumer. To benefit the short hour

consumer and owing to the fact that the station carries three times the connected load that it has capacity we find that we can deduct 66 2-3% of the interest and depreciation charges and plot another curve. This curve we have designated the "base rate" curve as it shows what actually should be charged for current for any time-period capacity. The objection to charging by means of the "base rate" is that it would involve a different rate per kwh. for every time-period involved. The average layman would not understand why he should be charged a different rate each month (for his time period capacity would seldom be the same two months in succession) and the natural result would be a series of arguments which would not tend to promote good will toward the company. In determining a practical selling rate we have tried to put it into such a form as to be perfectly comprehensive to the layman and at the same time have it fulfill the same conditions as the base rate does. This rate consists of a charge for the first three hours of 12c per kwh., for the next four hours 8c per kwh., for the next four hours 5c per kwh., and for all thereafter 3c per kwh. It is safe to state that the practical selling rate will never be more than 5% above or below the base rate curve for any time period capacity.

Owing to the peculiar local conditions this practical selling rate would not hold. About 50% of the output is metered at the station and the distribution charges for transmitting this output are paid by the consumers instead of by the power company. The variable distribution charges amount-

ing to 0.225c per kwh. will have to be changed to $2 \times .00225c$ or .0045c per kwh., as this charge per kwh. is computed with the total output instead of half of the output. By adding .00225c per kwh. on the bus cost and proceeding as heretofore explained we can compute the ordinates of a base rate curve adapted to the local condition and plot the same. Having found the new base rate curve we can then lay off a practical selling rate curve that will give approximately the same results. To show that the results are practically the same we give the following example. If a certain consumer has for the month a consumption of 150 kwh. and has installed 1 kw. in incandescent lights, what should be his charge on each rate?

$$150 \div 30 = 5 \text{ kwh. per day.}$$

$$5 \div 1 = 5 \text{ hr. time-period (average).}$$

Charge under base rate	Charge under practical rate
1st hour 15.9	15
2d " 13	15
2d " 11	10
4th " 9.9	10
5th " 9	10
Total 58.8	60
Average 11.76c per kwh.	12c kwh.

This data shows that the practical selling rate checks up with the base rate in this case within 2%, and it will be found to check up almost as closely throughout.

In conclusion we wish to draw attention to the fact that these curves show very plainly the unsuitability of the flat meter rate in the power business. Such a rate not only charges a short-hour consumer too little, but it does not tend to promote the desir-

able long hours consumption by advancing any incentive in the form of a cheaper rate per kwh. There have been various methods proposed and

adapted for determining rates, but we know of none that are as commensurate with every class of consumer as are these just described.

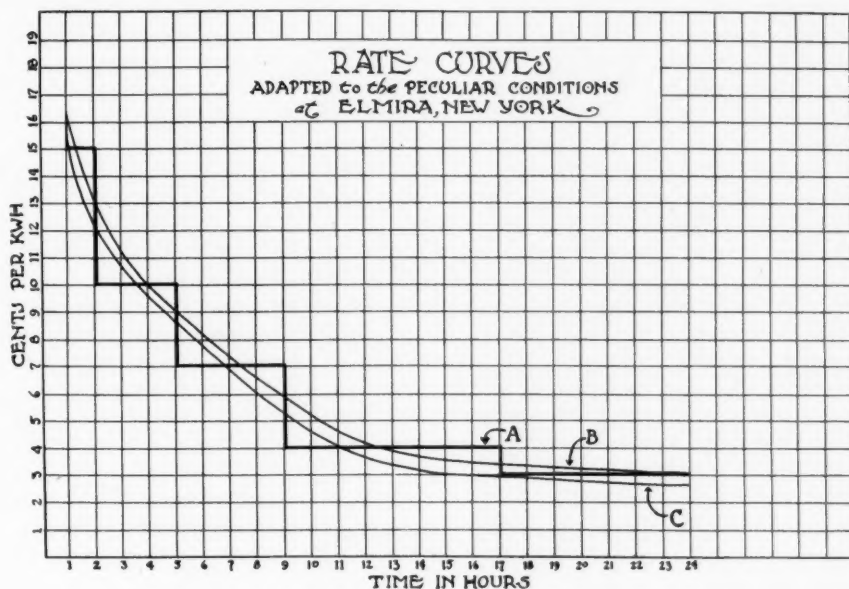


FIG. III.

A—Practical Selling Rate for Local Conditions.
B—Base Rate Adapted to the Local Conditions.
C—Original Base Rate.

PRIZE AWARDED IN POWER MEN'S CONTEST

In the February Issue of *SELLING ELECTRICITY*, a prize of \$15.00 was offered for the best paper detailing the general procedure which should be followed in presenting and closing a proposition for the use of central station power. A gratifying number of entries were received, most of them representing much careful preparation and very distinct merit.

Mr. K. B. Thornton, Asst. Operating Manager, J. G. White & Co., New York City, Mr. T. I. Jones, Mgr. Sales Dept., United Electric Light & Power Co., New York City, and the managing editor of *SELLING ELECTRICITY*, acted as committee of award. The prize was won by Mr. Van Dusen Rickert, General Agent, Eastern Pennsylvania Railways Co., Pottsville, Pa., his paper being considered of especial value as a comprehensive guide to the salesman of central station power.

Mr. Van Dusen Rickert's prize winning paper appears on the following pages. Several others of the contesting papers will be published in early issues.

Plan of Campaign to be Followed in Selling Central Station Power

The Winner of the Prize Contest for Power Men

BY VANDUSEN RICKERT, GENERAL AGENT
EASTERN PENNSYLVANIA RAILWAYS CO., POTTSVILLE, PA.

IN the suggested plan of campaign only the part which relates to a single prospect will be considered. How the work should be laid out in any organization, and the question as to whether the power man should personally work out every detail, must be determined by the possibilities of the personnel of the specific organization.

In small companies, which are without the services of an electrical engineer, and in companies in which such an employee's time will not permit of active co-operation, the power man must of necessity, work out all of the details. In large companies there should be, and usually is, sufficient flexibility of organization to cover the work, either by a large enough department, or by departments working together.

* * *

Every power man needs to feel that a prospect is any user of power whose entire consumption is not furnished by the central station.

How the prospect should be approached first requires attention because all information and data must be obtained from him, or by his permission.

The prospect should be approached always with confidence, courtesy and tact. His point of view is the first thing to know; his objections should be developed in order to be

attacked. Since he is usually ignorant about electricity, his objections may not be the strongest he could present, and may be frequently removed before the finished proposition is submitted.

His objections should not be permitted to affect the determination of the power man. The prospect must be studied as well as his plant. He is human, and may be affected through that side—pride in his plant, the mere question of convenience or of cleanliness may affect him more than one suspects.

Then, too, his objections may be made in the spirit of natural opposition, a very human characteristic; or, again, a desire to learn the truth and discover the capabilities of the power man may lead him into apparent opposition.

The well known reasons for electric drive, of cleanliness, reliability of service, possibility of easy expansion, saving of space, quick and inexpensive repairs through standard and interchangeable parts, flexibility, decreased friction losses, increased and improved production, economy of maintenance, better insurance rates, decreased danger from high pressure pipes, and fly wheels, economical overtime work, et cetera, should be presented with judgment. Most of these considerations are general to all plants; a few are applicable with more force

in some localities than in others. For instance, the question of space occupied by the boiler plant is important, where space is valuable from the point of availability for other use or from the point of rent.

Such arguments may be needed when the finished proposition is submitted, so should not be worn threadbare when the proposition is first approached. The signing of a contract may be a long time in the future, so that confidence, patience, and bull-dog grit may be required to as great a degree as in a Marathon race where the time of preparation is long, and the result is decided in a few hours.

Get the prospect to examine a satisfactory installation in a similar business, operated by a satisfied customer. Support by a disinterested customer is a powerful aid.

However, without consideration of any individual, every power man must know every possible point that might prove helpful in getting the business, and, in order to know such points, should develop them by systematic work, that he may be sure that nothing has been overlooked. When starting on a proposition, one cannot know what argument will appeal most forcibly to the prospect. It is well to bear in mind that the prospect is the judge; further, that he is the court of last resort.

In an effort to obtain motor business where steam power is in use:

The old plant should be studied entirely with a view to the discovery of its weakness, in order to take advantage of them.

The coal, the water, the fireman (for economically the fireman is a

part of the plant), the boiler, the piping, the engine, the shafting and the belting, are all integral parts of the plant.

Size and quality of the coal,

Effect of water on the boiler,

Efficiency of the fireman,

Size and condition of piping,

Size and condition of boiler,

Size and condition of engine,

Kind and condition of shafting,

Size and quality of belting.

Speed of the machines, and

Load factor,

may be weak spots in the old plant.

The location of the power plant may be bad. If one of these points does not furnish a good enough opening, more may add strength to the attack.

By way of example, the annoyance caused by breaking belts landed one contract, by the substitution of motors with chain drive. It would seem a poor argument, but it obtained the result.

How to study the integral parts of a steam plant will not be treated; it seems sufficient to indicate that they should be studied. However, in passing, it seems advisable to say that a power man should treasure every bit of data he can find on tests of machinery because it is most valuable for use where it is planned to split an installation into groups, or to use individual motors. Manufacturers cannot always furnish dependable data. The fact that the National Electric Light Association has been confronted by, and has not yet solved the problem of a hand book for power men, shows the need and importance of adequate information.

The plans of the new installation

should be prepared with care—painstaking care—so that the details are worked out satisfactorily. Questions must be answered with confidence, and objections met with answers based on facts.

Plans and specifications for the installation of the motors and the necessary wiring, estimates of the cost of the same, and a comparison between cost to the customer of operating, with central station power and mechanical drive, should be prepared. Whether the power agent or a contractor should be responsible for the estimate of first cost, is a matter of detail, but, in any case, the power man should have the information for use in presenting his proposition.

Careful preparation favorably impresses the prospect. The Pennsylvania Railroad was influenced in giving a contract for a bridge, by the careful, detailed plans furnished by one of the bidders, believing that such care in the plans submitted was an indication of the ability of the bidder.

The finished proposition should be laid before the prospect with the same confidence to which the best work of the best man in the business is entitled; not boastfully, but in a manner that will force upon the prospect the belief that the proposition has had painstaking care and intelligent consideration.

Possible alternative plans should have been disposed of before this point, in so far as possible, so that the attack may be on one point, and may be under control. Every argument should be known and ready to be marshalled. The plan, speci-

fications, estimates and comparisons should be at hand. You need good self-control if you are not making satisfactory progress, or you may unconsciously precipitate an unfavorable decision. An effort should be made to keep a good impression; anxiety may lead to the impression of a forced effort and the psychological moment pass.

It is wise to minimize the comparison in money between the running of the old plant by steam and by central station power, unless favorable, and to accentuate the advantages of the latter. Very often the comparison would lose contracts that are obtained by power men who appreciate this point, and are strategists.

In many such cases, it is imperative that the way be prepared for a new attack, and any present decision should be avoided. A motor proposition should never be regarded as permanently lost.

The deal should be closed as quickly as possible, with all points clearly defined. The contract should be signed without delay. More than one contract has been obtained by the personality of the agent, and lost because of delay in closing. When the deal is closed, the power man should get away as quickly as possible—he cannot improve the impression he has made. However, he should interest himself in knowing what progress is made in the installation, and should help it along, if that be possible.

First, last, and all the time, it should be borne in mind, that when a prospect has become a customer, a little attention counts for much. It is appreciated and you have an

unconscious solicitor at work, and have helped to keep the public good will—the central station's best asset.

There can be no successful plan of campaign for selling central station power that does not have for its key-stone, the thorough working out of all details. A few power men may be successful in getting business largely through their personal magnetism, but the same men would be invincible, if thorough preparation was added to the personal magnetism.

ILLUSTRATION

For purpose of illustration, we will consider a prospect for a complete motor installation in a shoe factory.

We asked this prospect if there was any objection to our making an investigation of conditions, and submitting suggestions for motor drive. We drew out the fact that the prospect was not at all interested in our ideas, and fully believed that we could not show any proper reason for a change, because coal was cheap, he financed his own insurance, and the labor for power amounted to little, since the engineer and fireman spent the greater part of his time in work other than that of generating power.

We received the permission, however, and went ahead.

We examined every condition in the old plant; we needed to find every weak link, because the plant was apparently run with economy.

Coal, water, fireman, boiler, engine, belting, speed of machines, location of boiler plant, yielded nothing for us. Furthermore, it was im-

possible to dispense with steam in the plant. We turned our attention to the line shafting and load factor, knowing these factors to be the only points of attack in the old plant.

Power was furnished from the engine to a piece of shafting about fifteen (15) feet from it, from which point it was distributed to ten (10) pieces of shafting to which the machines were attached. One piece of shafting was one hundred and thirty-three (133) feet in length. The power for the machines was transmitted in one case, through four pieces of shafting. Some of the machines, which were operated for only a few hours daily, were attached to shafting which ran full working time, making the power to such machines very expensive.

The key to the situation was, therefore developed—load factor, poor arrangement of shafting, both as to economy in friction and in grouping, and a consideration of overtime work. At this point the attention of the prospect was casually drawn to the weaknesses of the old plant, and he was persuaded to inspect the plant of a shoe manufacturer who was using motors. His interest was stimulated by what he saw and learned on the subject.

We then studied the old plant, with the idea of making the most of its possibilities for motor drive. We weighed the points that came up on individual and group drives, in regard to first cost as opposed to economy of operation, and finally decided on nine motors, to replace the engine.

Floor plans were made showing the proposed method of driving the

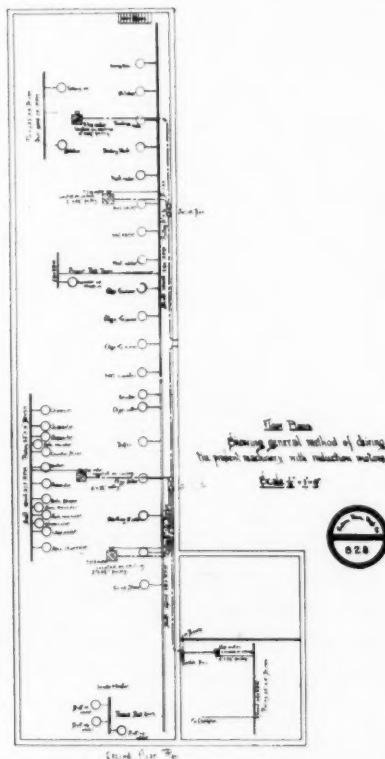
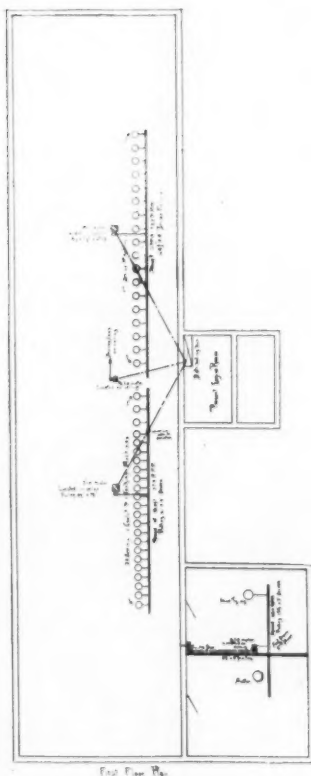
machinery by motor power, and specifications were then prepared for the installation of the motors and the necessary wiring; an estimate of cost of installation and a comparison between the operating costs of motor and steam power were made up. Having these details at hand, the proposition was laid before the prospect with the confidence on our part that we could answer questions and satisfy the customer, unless he should be determined not to be satisfied.

We presented all of the general arguments that are used in favor of motors, laying particular stress on increased output, because labor was scarce in the locality, and the output was limited thereby.

Our arguments proved convincing and the prospect was pleased with the completeness of our preparation, asking for only a few changes, which he characterized as minor, and not such as should delay the closing of the contract. Diagrams of the floor plan, as submitted, are given below.

The preparation of this proposition was the joint work of the Business and Operating Departments.

In retrospect, we realize that at no time was there any possibility of hurrah in this particular proposition; the prospect was skeptical, and only a presentation of the details, great patience and a number of preliminary interviews, forced a decision favorable to us.



The Power Salesman

By J. E. BULLARD

ANY man who has charge of a sales force is confronted by two very serious problems. First he must find the right men. Second he must use them to the best advantage. The first is so great a problem, one that requires so much thought and is so rarely solved satisfactorily, that the scope of this short paper will not permit of its treatment. In comparison the second is easy to solve. It is especially so if the three great essentials of selling are constantly borne in mind. These essentials are that a salesman to be successful must know his own goods, those of his competitor, and the needs of the customer.



J. E. Bullard

success in selling and ability for hard work, and makes them the nucleus of the new power department. By following this plan the power department becomes a very strong factor in the selling force and one that not only brings in a large and profitable revenue to the company but gains a great many pleased and satisfied customers.

In regard to the knowledge that a first class power salesman should possess it may be well to go a little into detail. It is most important of all that he should know his own goods. He should know motors and know them thoroughly. He should be perfectly familiar with the differ-

To illustrate, suppose a contract agent is about to organize a power department. He takes a list of his salesmen and selects those who thoroughly know motors, those who understand gas, oil and steam engines and those who know enough about machinery to know what kind and what power motor to recommend and what will be the advantages of motor drive over belt drive. From this selection he chooses those who best combine these three qualifications with past

experience between the A. C. and the D. C. motor and with their respective advantages. For instance, he should know that in a wood working shop or in any other place where there is a lot of inflammable material scattered about, the induction motor has an advantage over the D. C. motor on account of decreased fire risk. Above all he should know that a series motor will not give satisfaction and in fact is dangerous if connected to a boring mill, lathe or any machine that is for part of the time

run with no load, while it does give satisfaction if connected to a blower, pump or any machine rigidly connected to its load, and also that this motor on account of the small number of wearing parts is the most reliable motive power machine. Points such as these, the salesman must know, and all other useful data should be gathered up and as often as possible impressed upon his mind.

The knowledge of the competitor's goods should include all forms of power used in competition with electricity. In rural districts this often includes not only gas, oil and steam engines and producer gas plants, but water motors, wind mills and occasionally hot air engines. The salesman should be able to indicate either a gas or a steam engine and to tell from the indicator card the most probable reason why the engine does not give better results. This knowledge, however, will not be required so often as the ability to foresee that the large number of moving parts in a gas engine is almost always bound to cause trouble. For instance, I at one time ran across a five horse power gas engine in a stone yard that could rarely be persuaded to do three horse power of work. I showed the proprietor that this was caused by the many moving parts being somewhat worn and a little out of adjustment. After a careful investigation we found that it would take some time and cost practically as much to put that engine into good condition as it would to buy and install a motor. It is now several years since this man

first bought that motor and he is still very much pleased in that he wasted no money on the second hand engine that never gave him the service he now has from the motor.

The salesman will often be surprised to see how a little knowledge like this properly applied will bring in business. In competing with gas engines, which in some one of their various forms are now the most common competitors, the salesman should always bear in mind that the motor takes up very little room, can be placed anywhere without having an expensive solid foundation constructed, requires no cranking, has no valves to adjust or to wear out, no cooling water to freeze on the cold winter nights, no cylinders to warm up on frosty mornings, can be stopped and started at a moment's notice, and does not cost as a rule so much to buy and install, lasts much longer and proves more reliable.

The talking points of the other forms of power depend more or less on local conditions. On all big propositions the solicitor ought to be given the aid of some good engineer. No salesman should be allowed to go into his territory alone till he can very closely estimate the power that any one in his district will need to run the machinery he is using.

I once found a ten horse power motor in a cobbler's shop where at no time more than two was required. This particular motor was not very efficient and the idle current consumed was nearly equal to the average horse power used. The

cobbler thought, and under the circumstances was right in thinking, that electric power was very expensive. He had already sent for a gas engine man. The next day that motor was changed to one of two horse power and the owner is still using current. If he had been seen a week later, however, his business could not have been retained and much more would have been lost with it. No power man should install a motor till he is sure of the power required but he should know beforehand the needs of all the prospects in his territory. With that knowledge he can talk intelligently and will not be making costly mistakes.

All these points and all this knowledge must be thoroughly infused into the selling force. The best way to do this is by holding meetings at least once a week. These meetings should last from one to two hours and should have a program that is varied from time to time so that they will not become monotonous to the men. In these meetings the men should present papers on subjects of vital importance, should give model canvasses and as often as possible should hear a lecture given by some manufacturer or engineer. These meetings should each month be as entirely different as possible from those of the preceding month with the exception that the men should always be at perfect liberty to dis-

cuss the subject in hand. Always endeavor to hold the interest of the men. If you cannot hold meetings that are interesting cut them out and talk to the men personally. Time spent in meetings which the men attend simply to hold their positions is just so much time wasted. It is far better to keep them out in their territory and spend a few hours with each man each week either in the office or in his territory or both.

The most important thing of all is to make the men work. If they do not work the sales manager must resign. Some managers have to drive their solicitors, others enthruse them and lead them. The latter is by far the preferable way as it attracts and retains superior men. To incite hard work some form of competition is good, and rewards such as theatre parties and banquets are stimulants, but an open appreciation of work accomplished is better. Each sales manager, however, must work out his own salvation. If possible he should make his men feel that he will do all that he can for them, that he is interested in each individual, and that for ultimate success there must be perfect team work.

As a rule it is better to give the men more credit than they deserve than too little. Always bear in mind that to a great extent the dividends depend on the work and the success of the solicitor.



A Dollar Idea

By J. E. Davidson, Gen. Mgr.
Consolidated Lighting Company, Montpelier, Vt.



IT IS a very common procedure for a Board of Trade or Chamber of Commerce to offer strong inducements to manufacturing interests to locate in its community. Factory sites are given free and cash offers are made to help defray the expenses of building and moving, each local merchant contributing his quota.

The central station can often create favorable publicity and at the same time secure an added power load by giving as their share of the bonus, say \$100 or \$200, to be taken out of the electric power bills during the first year. While this concession may be more or less of a burden, it spreads out the subscription payment over 12 months, and may result in a large amount of power business.

A Dollar Idea

By Wm. M. Lewis, Manager
Rockville Gas & Electric Co., Rockville, Conn.



ONCE in four months we allow a correspondence school to use one of our windows for their display work and in return for this service we receive, absolutely free, a scholarship, selling for sixty-five to one hundred and thirty dollars, which we turn over to one of our employees. We have the privilege to select any course we wish and to give it to anyone we decide upon. So far, we have received three of the former courses and two of the latter and every man that we have taken this interest in has followed his studies closely; two of the employees are married men and three are single men.

It goes without saying that we all strive to help our companies by securing business but do we strive as much as we should to help the man who takes care of this business after we get it? Yes and No are the only answers. Whether the employee be in the station, out on the lines or in the offices—we make a better employee of him and that, of course, helps the business he looks after or is in charge of.

We think this arrangement a good one and our benefits from the same have helped us to a considerable extent.

Originality

BY ALBERT J. MARSHALL, CHIEF ENGINEER
BUREAU OF ILLUMINATING ENGINEERING

OWING to what may be termed an abnormal commercial activity, we, as a people, seem to overlook the value of surrounding ourselves with pleasing, harmonious objects.

This is much in evidence in most of our crafts. Take, for instance, the designing and building of residences: in some cities we find literally miles, not of homes but of mere places of abode which are not only of similar design, but of like design. In Baltimore and Philadelphia are found the characteristic and somewhat aggravating, red brick front with white trimmings: in New York, the gloomy, ever-present brown stone front. Their monotony is so deadening that when we do see a

residence in one of these cities which differs somewhat in lines and treatment, though it may not be above criticism, it nevertheless takes on wonderful individuality by comparison with its surroundings, and is naturally pleasing to the eye, if for no other reason than because it is different.

One naturally asks why, in the cities named, there should be so much sameness of design and so lit-

tle originality. The answer is simple—by such monotonous designing (copying) and erecting, the cost of brains and materials are brought to the lowest possible point; first, because comparatively expensive brains must be employed to evolve anything different, and secondly, by buying materials of the same nature and form, and similarly assembling them, the cost of erecting is made somewhat less than if different kinds of material were bought and erected. What is true of the building craft is also true of lighting, and it is the monotonous condition of affairs that exists in the latter sphere that prompts me to state that "custom is no reason," and incidently to make a plea for greater *originality*.

Though a change for the better is taking place, it is still not an uncommon thing to notice store after store lighted very much in the same manner. What is true of the lighting of the stores is also true in other places where artificial light is employed. In short, almost all places used for similar purposes are even today so imitative in their lighting installations, that they are almost wholly without distinct characteristics. To



Albert J. Marshall

be sure, within the last few years the advent of a number of different types of illuminants has eliminated these monotonous installations to a degree, but such changes have been brought about chiefly by the new sources of light, rather than by any great originality in adapting them to various conditions, and the result is that while we heretofore have had a few illuminants monotonously used, today we have a larger number of units, which, when their novelty is worn off, will lapse into a similar state.

Of course, there have been efforts upon the part of some manufacturers, contractors and engineers, to utilize both old and new illuminants in a manner out of the ordinary, and certain novel, interesting and generally effective results have been obtained, but by comparison, few such installations exist. Harmony seems to have suffered at the hands of poor taste, coupled with an insistent desire for profit in the sale of a large number of stock designs.

Visit almost any town or city in this country; walk along the commercial streets; note the lighting installations in the stores. What is the impression one gathers? You will find, say, a drug store fitted up in the most approved manner, the fixtures and equipment costing hundreds of dollars. The lighting installation, more than likely, will consist of illuminants and equipment which are about as well suited to their surroundings as an unprotected candle would be if used on an exposed buoy. Further up the street, the same type of lighting

unit is used in another drug store where the general fittings are on a much less pretentious scale. It is reasonable to suppose that these units are not ideal or perhaps even well suited to both places, because, if they are correct for the drug store of modest appearance, they are hardly correct for the store more elaborately fitted up. One might go on enumerating a thousand and one examples of such usage of lighting paraphernalia, but the simple example makes my point clear and should cause lighting men to realize that steps should be taken to create new standards and new ideals.

Of course it is cheaper to produce, stock and sell in large number a few kinds of equipment in exact duplicate, rather than to work on the "made to order" plan. Perhaps less argumentative and persuasive powers have to be used in convincing the prospective customer that it is desirable for him to install such an equipment, than it would be to convince him that an equipment costing twice as much would be the right sort to use. But a point which is oftentimes lost sight of, and one which I feel is of importance, is the fact that equipment that is easy to install simply because it is "cheap," is usually likewise easy for a competitor to take out. That is to say, a store in which has been installed a lighting system which is "cheap" not only in price but likewise in quality and design, has not the stability of one wherein excellence, harmony and originality are the characteristics.

The installing of low-priced and low-grade equipment certainly does

not require any real sales or engineering ability: almost any "green" man can do such work. But a high grade installation requires high grade work. Is not a certain amount of pleasure derived from feeling that you have accomplished something that has caused some effort on your part and which, therefore will necessitate equal or better work by the competitor to improve? An interrogation mark is somewhat out of order here—the statement is not open to question; it is a fact.

The proprietor of a store often feels, when persuasive arguments are brought to bear, that he can afford to throw away a cheap lighting system, and install something else. The "something else" also may have cheapness as its basic, or only qualification, but if so the second system will in turn give way to a third. It, therefore, may be understood why it is not an uncommon thing for an owner of a store to periodically change his lighting installation, which he does, not on account of any particular gain in economy, efficiency or beauty, but simply to get something that he is led to believe is new and therefore, perhaps (the poor unsuspecting public is always taking these long chances) of greater value. Owing to the fact that in a very large number of cases, lighting installations do not blend with their surroundings, and are otherwise unsatisfactory, we find that people will simply tolerate their existence, and that they are ever ready, because they are rarely satisfied or contented, to take up something else, which, perhaps, while having no really better qualifications, is,

nevertheless a change, thus relieving an eye-sore. Hardly a desirable condition of affairs.

While such constant changing may be good for those having lighting equipments to sell, it is very doubtful whether the public's or the central stations' interests are properly considered and protected. Because how can the public feel that it is receiving full value for the money spent for current when to this must be added the cost of constant changes in equipment?

At the request of lighting companies, I have, on many occasions interviewed store-keepers with the view of making changes in their lighting equipment. Time and time again these people have stated that the expense of changing the lighting installations is far greater, in proportion, than that expended in maintenance and general up-keep in other directions; that while they appreciate the desirability of keeping abreast of the times, they also feel they could better afford to retain present equipment than to install something new, which would in all probability (such assumption being based upon previous experience) also be antiquated in a short time.

We thus see the danger of specifying promiscuously lighting equipment of admittedly temporary nature and the necessity of insisting upon individual treatment which will give desirable results. The public at large feels that it is simply being used as a "good thing," and naturally does not bestow any great confidence upon even the well-meaning person approaching them on the subject of lighting. Further,

such ill handling certainly does not help the lighting companies.

It is necessary, not only to protect the public's interest but the lighting interests generally in the country, that some degree of originality should be employed in designing and installing lighting equipments; this originality not to take the form of freakish design or merely high cost, but designing installations that will first of all be in keeping with surroundings, and suit existing conditions, while making same as flexible as possible, in order to anticipate future developments. If the public is approached in the right manner, if what is offered is good in design and quality, and if it will give the desired results when installed, you will be able generally to sell equipment of high cost with little trouble. The public will buy anything that has intrinsic merit and is properly presented.

While some classes of fixture houses have heretofore sold "lighting fixtures" rather than "illuminating units," yet there is equal danger of carrying the idea of utility to the other extreme. There is a nice balance between beauty and utility and when practical, the purely utilitarian features should be subordinated for the aesthetic, keep-

ing in mind, however, the desirability of making lighting equipments as economical and efficient as possible. In making our recommendations today for lighting equipments, while, of course, considering present and anticipating future developments, we should "hitch our wagon to a star" and endeavor to create something which would be lasting—which would be a pleasure, not only to ourselves, but to coming generations.

But above all, let us become temperate in our lighting ideas; let us not be carried entirely off our reasoning by some seemingly new, economical and effective idea, which may later prove of questionable value; let us, in recommending and installing lighting equipment, appreciate that by recommending the proper sort, we are not only doing our duty by the public, but likewise are serving our own interests and the lighting interests as a whole, in a golden rule manner. Let us not work along lines of least resistance simply because we thus encounter little or no opposition, but have the courage of our convictions to the extent of giving to the world suggestions and work which cannot help but reflect much credit upon both our character and our originality.



Selling Electric Power

BY NEWTON F. LEWIS, POWER ENGINEER
ROCKFORD ELECTRIC COMPANY, ROCKFORD, ILL.

THE central station power salesman meets with as sharp competition as a salesman in any other line of business, and to be successful must meet this competition in as fair and square a way as possible, as there is no other salesman who needs satisfied customers as badly as the power man, first, in order to hold present business and second, in order to get new business.

In meeting steam, gas and gasoline competition with electricity, it is true that electricity has certain advantages over them all in some way, no matter what the installation may be, and it is to these advantages that the salesman must look for his selling points. There is no better selling or closing point than the satisfied customer who formerly used steam, gas or gasoline and is now using electricity.

There are, of course, two distinct classes of power business; new business starting up, where you have simply to figure costs of operating, with the advantage of first cost of installation usually in your favor; and old business already operating, where you not only have to figure costs of operating plus first costs of installation, but also a heavy investment in a power plant already installed.

In the first class of business, a salesman, properly equipped, and with a fair rate per kw. to back him

up should have, within reason, no trouble in meeting and overcoming competition, and it is in this class of business that he should be careful to give his customer everything that he has and not be content with simply closing the contract and turning it into the office. He can by suggestion and advice in many cases, prevent his customer from making errors in installing his motors, which may eventually cost the company the loss of the contract.

Wholesale shoe, hat, clothing and drygoods salesmen often put their customers onto little ways in which they can make or save money. In the same way, the power salesman should be both able and willing to give a new customer all the knowledge that he has gained through dealing with other customers in the same line. When you sign a contract with a man get him to tell you how he expects to equip his factory, with group or individual drive, and if he is wrong show him, and avoid the kicks resulting from bills that are too high because of a poor installation. A power salesman in most offices puts in some time during the month as a complaint man, but he, more than any other man in the company, can and should obviate the necessity for a complaint man in the power end of the game.

It is an open and debatable question as to whether it is policy to

estimate a man's probable monthly or yearly bill. Personally I think that it is unquestionably bad policy to try to estimate a monthly bill in any large power installation unless you are prepared to guarantee his bill. If you have similar installations quote their bills, but even in this case you are liable to trip up on account of the many local conditions which enter into each proposition. If you do estimate, however, it is a good plan to estimate at least ten per cent higher than your own private figures show, as when the bills come in it is easier to explain that you purposely figured high than it is to show a man where his particular conditions made his bill higher than your estimate.

In the second class of business, that of taking over isolated plants already equipped, the salesman goes up against an entirely different proposition. This is seldom, if ever, business which comes to you, but is business that you have to go out and get, and in securing which you have three things to do; first, to interest the prospect enough to allow you to make a study of his conditions, second to formulate your proposition, and third to close the deal.

Taking the first item, there are few proprietors of isolated plants, who will at first concede that you can save them money over their present operating conditions; and yet, a quiet "That may be true, but I would like to figure on it and if I cannot save you money I will be the first to say so" will usually bring you a chance to look into the

operating costs and make your investigation.

Second, having made your investigations and settled on the drive you wish to recommend, put your propositions with your estimated costs, in writing, taking up your points in order and bringing them to the logical conclusion—the use of central station current. A form of proposition in use in some companies and one which gives the salesman satisfaction to handle, is mainly as follows, though of course varied to suit conditions; first, a short concise letter to the prospect outlining your proposition, and calling his attention to the many advantages in the use of central station current, such as high efficiency power equipment, continuity of service, your company's ability to furnish cheap power with reasons therefor and flexibility of operation; then your proposition; showing, first, present costs of operating his plant; second, rates you are willing to make and costs of operation under electrical drive; third, cost of equipping his plant to use central station current; and fourth, the saving which you will be able to show him.

This proposition should be gotten up by the salesman and brings him to the third and last thing, the closing of the deal, where his salesmanship is needed and shown. Anyone can interest a man enough to let him show him where he can save money, any engineer can get up the data and show him where he can save, but it takes the salesman to make him spend money in order to save money. Go over the proposi-

tion with your prospect, leave it with him on his desk and let him figure it out for himself. Have your own duplicate copy and take it with you whenever you call on him and you will find that you have no misunderstood facts and figures from your last call to explain away, for he has it all in black and white where he can see it and study it at the times most convenient to him.

This is an age of centralization and specialization, and when a combination of both is effected the best results are obtained. If it is a paying investment for factories to use electric drive when they have to build separate power plants for each individual factory, would it not be a more profitable investment if all the factory owners in one section could combine and build one central power station from which to supply power to the individual factories?

This would be an almost impossible proposition to successfully carry through. Also in most cases the manufacturer is not a steam engineer and does not care to make a study of power house economics, nor can he devote the close personal attention to this matter that can be given to it by the central station manager who has made a life study of the subject. Neither can he afford to pay the same salaries for skilled mechanics and electricians to operate his private plant as can the central station manager, inasmuch as the large station does not require more skilled attendance than does the small plant. Therefore, though the labor item in a 5000 hp. station would be greater

than that in a 500 hp. station yet it would not be by any means ten times as great, neither would the horse power cost be proportionately the same but much less.

The cost per kilowatt of generating apparatus in a central station is also much less than if the machinery had to be arranged at several points. The load factor (the ratio of average load to maximum load) is much higher in a central station than is possible in the average private plant and this is one of the main reasons why the central stations can sell power cheaper than the private plant can manufacture it. Also a point for the power salesman to keep in mind is, that every power installation added to the load of the station, especially "off peak business", adds materially in raising the load factor of the station and lowering generating costs.

The private plant must pay interest on the investment, rents, insurance and labor for a plant sufficiently large to carry the peak load of his business, whereas if he is buying from the central station his bills are based on the amount delivered which means that when production is small fixed charges are proportionately reduced.

In buying power from the central station, the manufacturer is enabled to devote his entire time to the production of his line and to increasing his output instead of endeavoring to keep down the power costs of his own plant.

Another point on which the power salesman should be posted is as to what classes of business are

paying the best revenue to the central station in proportion to the demand, so that he may know the best paying business to get out and hustle for and on what to spend the least time. A power analysis of the customers on the books of the company is well worth the time it takes. List the class of business, the connected load, the annual revenue and the annual revenue per hp. per year and you will have an analysis over which much time and study may be spent with profit.

The power salesman has one advantage over nearly every other

salesman that is of great value to him. In nearly every instance local conditions are such as to make each proposition an entirely new one and there is no monotony or repetition, for new applications of electricity are every day being devised.

Never turn down a proposition without first assuring yourself that you cannot either equal present costs or save money with electric drive, and having satisfied yourself that you cannot show a saving, frankly acknowledge such to be the case, owing to the specific conditions, and move on to the next one.

A Power Man's Card

ROY A. MACGREGOR	
POWER SPECIALIST	
EASTON GAS & ELECTRIC CO.	
BOTH PHONES	EASTON, PA.

Face

WE INTEND
THAT EVERY POWER INSTALLATION SHALL BE SO
SATISFACTORY TO EACH CUSTOMER, THAT IT MAY
BECOME A REAL PLEASURE FOR HIM TO EXTEND
TO US HIS PATRONAGE. SHOULD THERE BE ANY
CAUSE FOR COMPLAINT WE WISH TO BE TOLD
WHEREIN WE ARE AT FAULT. SHOULD YOU HAVE
ANY PERPLEXING POWER PROBLEMS—MY SERVICES
ARE YOURS.

Reverse

Are You Catching Fish or Are You Just Fishing?

A Word to Light and Power Salesmen

ONE warm, balmy, lazy day last spring, I rode slowly down a red, crooked lane in Virginia, where an old covered bridge crossed the Rappahannock River. Sitting motionless on the stone wall at the end of the bridge, with his legs hanging over the edge, was a dilapidated old darky, fishing, —a picture of indolent content.

The road was deep in dust and my horse made no sound, so I stopped just before I reached him and sat there silently taking him in.

The stream was sluggish and red with mud and the fish apparently couldn't find the bait, if fish there were, for he had no sign of a bite.



He sat bent over his line, with an old brown weather-worn straw hat

pulled down over his wrinkled nose, and the thin curling streak of smoke that rose from the bowl of his corn-cob pipe showed that he wasn't even taking the trouble to puff. Only his head moved, for he nodded now and then.

Finally I called out, "What are you doing there, uncle?" He turned his head ever so little, looked at me and my horse and with a jerk of the thumb toward his hat replied, with a slow drawl, "Fishin', suh."

I saw he was one of the "old timers," with the old-time simple courtesy.

"Getting many?" I asked.

"Naw, suh," he said, "ain't got nary a one this evenin', suh."

"Get any bites?"

"Naw, suh, ain't got nary a bite, nuther, 'scusin' one or two," he replied.

"I should think you'd get tired fishing so long without even a bite, uncle," I suggested.

"Naw, suh, I don't git tired," he said; "'cause I ain't lookin' fo' no bites."

"Why, how's that? Why don't you want any bites?" I asked in surprise.

"Well, suh," he drawled, shoving back his hat and scratching his head, "hit's dis-a-way, suh. When I gits so many bites, hit takes so much time foh to git the fish off'n meh line and

bait meh hook, dat I don't scaslly have no time foh jes' fishin'."

* * * * *

Mr. Solicitor, are you catching fish or are you "jes' fishin'"? Do you go out in the morning with your bait gourd full of worms and plenty of line and hooks and hunt for those fish and catch them; or when you get down to the stream, do you find a quiet spot where you can lean your back against a tree and put in your time watching the smoke curl up and the eddies whirl round, "jes' fishin'"?

The process is about the same in either case, you know; you go through about the same motions, and you can spend the same amount of time at it, but whether you bring home a string of fish, or whether you don't, depends on your own mental attitude.

And when you go out in the morning with a list of prospects to be called on and canvassed for electric light or power, do you see them one by one, grind out a stereotyped line of ready-made argument and say, "Well, I'll drop in again," or do you work with your head and with a purpose? The idea is, you know, to pull in the fish, and to keep them from flopping back into the water when you get them ashore.

Selling current for a central station is very like fishing in a way—you have got to do the trick yourself. You can get a little preliminary instruction sometimes, but when it comes to fishing it is up to you to hold your own pole and to hold it still, and when the fish comes along and takes a-hold, if you are not there with your two eyes wide open, and

your brain awake he will get away sure. And if he does, you are "jes' fishin'."

The world is full of dreamers, drifters, men who speak of "holding down a job" as though it were a seat in a trolley car, no more, no less, and some of these men are working for central stations right now. Solicitors, they call them, light and power salesmen, commercial representatives, and they go on day after day, week after week, like a Greek pushcart man selling post cards, singing the same old song to every man and wondering why they don't get on.

And why don't they? Because they are "jes' fishin'."

A man is apt to get the idea in his head, because his work is similar and continuous day after day, that he can reduce it to a routine, a system so that he can follow it around and let it run itself. No salesman can afford to place any confidence in routine. If he was calling every day on the same men and finding them in the same mood, perhaps he might; but as it is the representative of the central station finds his work ever in new fields. Every day there come opportunities to strike a blow in a new place, in a new way and unless he is alive and on the look-out for just such openings, he is wasting his time. For he will secure only such business as is to be had from men of a common mould, the unthinking type, and such men have little business to give.

It is far from being simple and easy when you put it into practice, this studying each man and his problem individually. A salesman has just about so many pounds of

steam to run his engine, and so many units of foot and brain power to apply to his day's work. The question is, are you applying them, are you utilizing your full power or are you going through the motions and drifting along? Do you leave the office at night saying, "Thank God, this day is done!" and get up in the morning exclaiming, "Another day of sin and misery!" or do you go to sleep now and then figuring out how Jones' gas engine can be stamped out and sometimes in the morning plan the work of the day as you dress?

There are these differences between the man who catches fish and the man who is "jes' fishin'."

The arguments and explanations of the power man must, of course, be more studied, as depending in each case on the power application with the many elements of cost and convenience and those local conditions which vary with every shop and process of manufacture. But the man who sells light, has to deal with only another phase of the same proposition in every instance, and the men he must convince are of the same diverse natures.

Electric current will not sell itself any more than any other commodity after the first demand has been met, and the same constant intelligent salesmanship is required beyond that point that would have to be applied in the sale of dry goods or clothing. It demands thought and conscientious effort, and no show of speed or excitement can take its place.

The man who jumps in with the one idea of looking busy and making

good on the strength of the uproar he creates, is like the hasty parlor maid who breaks loose with her broom and stirs things up so effectually, that all the dirt on the floor is whipped into the air. When she



gets through and the Law of Gravitation gets a chance to work, the only change in the room is that the dirt is moved around somewhat and more evenly distributed.

Keep your eye on the line, keep your mind on the fish and don't think that any sort of a pantomime will pass for real work and honest accomplishment.

If you are doing business with individuals, do it in an individual way. If every man you call on has a business of his own to which you want to adapt your proposition, consider it as such. Don't walk in and say, "Here! I've got electricity to sell. What can you use it for?" Just take the stand that all the world is one grand Missouri and produce proofs.

Some men drift so slowly that you

have to line them up with two trees to be sure they are moving, some drift so fast they make a noise like a motor boat, but they are drifting just the same.

It is a matter for reflection, Mr.

Solicitor. The man who first finds out that your catching fish has degenerated into "jes' fishing," should always be the man who holds your pole.

—E. E. W.

A Dollar Idea



THE Fort Wayne and Wabash Valley Traction Company, Fort Wayne, Ind., puts a sign on each building it equips:—

This Mill is Operated with
ELECTRIC MOTORS
Correctly Installed by
Fort Wayne & Wabash Valley Traction Company

The sign is put up when the installation of the motors is begun, a good big well painted board sign on the face of the building, and it remains up till the mill owner orders it down.

A Dollar Idea



By J. E. Davidson, Gen. Mgr.
Consolidated Lighting Company, Montpelier, Vt.

WHILE it is more or less bother to show a helping disposition at church fairs or local exhibitions, there is no question but that the results either from the association or from individuals interested will be advantageous. A cheap but effective way of advertising the use of electricity in the home is by the electric company volunteering to print the programs for local talent shows, reserving the back page for its own advertisement, which, of course, must be attractively gotten up. This throws the advertisement in many households and cannot help but amply repay the central station for the slight bother and expense.

*The Representative**

His Possibilities, His Meetings, Their Objects

BY FRED E. SCHORNSTEIN, ELECTRICAL ADVERTISING SPECIALIST
EDISON ELECTRIC ILLUMINATING CO., OF BROOKLYN

THE representative is one of the most important factors in any business enterprise, nothing being as essential as the development of the market. The ability to create a demand for the current and service it has to sell, and then to effect the sale is the chief problem of the central station.

The possibilities of the representative are unlimited, depending entirely upon the man himself. He must avail himself of every opportunity to learn and become well informed of all modern uses of electricity, be it power, illumination, heat or advertising.

Attention should be given to his appearance: it is a deciding, a scale-tipping factor, without which there would be a lack of the magic force, the persuasive quality.

There should be regular meetings of Commercial Departments with a view to promoting confidence, removing doubt and bringing out hid-

den energies and hidden true-worth, and to show the representative that salesmanship is a game in which the worker and not the shirker gets the business, that every man stands for what he does, not for what he was and what he did.

Every day is another day and has to be taken care of with the same energy as its yesterday. The quitter cannot survive where the plugger has the ghost of a chance. This is the day when the best man wins after he proves that he is the best man. Let none lay under the tree with his mouth open waiting for the plum to drop into it—other men are too

willing to climb out on the limb and get it.

There is an old saying that salesmen are born, not made. I don't believe that saying is true. I do believe that salesmen are developed.

Commercial Departments are needed to develop and more successfully promote electric light companies, and these must be composed of strong, magnetic personalities, men who are live wires sparkling and crackling with the force generated



Fred E. Schornstein

[* This paper was prepared and read by Mr. Schornstein to the commercial department of his company when Division Manager for the Union Gas & Electric Company, Cincinnati, Ohio.—EDITOR.]

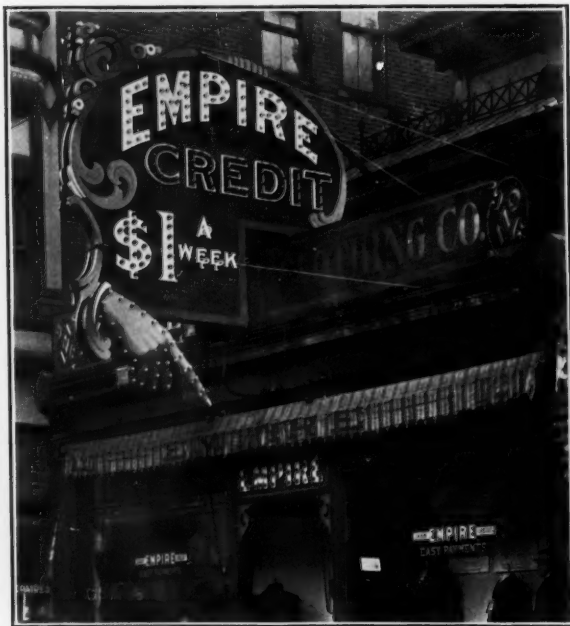
in that great power house—the soul. These men are not to be found chalking the cue in the billiard parlors, nor coming home in the 3 a. m. cab. We must have men who, when they come into your presence, vibrate with life and force, and who, by sheer strength of character, will create a desire in the buyer's heart for the service we have to sell.

Representatives who want to last and be among the fittest of those who survive must polish up the weapon—begin a course of study

and thought that will turn their personality into a propelling masterful force. Attractiveness of disposition is essential. The selling visit should be as pleasing to the prospect as that of an old friend, or schoolmate, and salesmen who make friends become a permanent part of the company.

Let the representative ever remember the important qualifications necessary for his development—health, honesty, industry, ability, tact, knowledge, but most important of all—Loyalty.

Signs Stick in Dayton



HERE is an evidence of the possibilities for growth in sign business, and The Dayton Lighting Company claims that there is no saturation point. A while ago this Dayton

merchant signed up for a single face sign over his doorway. He has just purchased the roof sign and sees no reason why the old sign should come down.

Flaming Arc Street Lighting in Newark, N. J.

Merchants Form South Broad Street Improvement Association and Install 350,000 Candlepower

THE Editor of the New York *World* called up his Newark reporter on the 'phone on Sunday morning, January 17th, and sarcastically inquired as to his health.

"What's the matter with you?" he shouted. "Are you dead? Why didn't you cover the big fire in Newark last night? We could see the glare in the sky way over here."

"Well," said the reporter, "mainly because there wasn't any fire. The South Broad Street street-lighting system broke loose last night, and I sent you a column on it."

Newark, New Jersey, with a population of some 250,000, lies about ten miles distant from New York, and the reflection from the 350,000 candlepower in flaming arcs, which have just been installed along three blocks of the main business street is plainly visible from the greater city.

The situation of the shopping district in Newark is unique for a city of the size in that it is confined entirely to two intersecting streets—Broad and Market. On South Broad Street there are stores and business buildings for about five blocks, but in the first two or three blocks there is practically nothing of interest to women buyers, the stores being principally men's clothiers, haberdashers, tailors, restaurants, cigar

stores and the like. The result was that Market Street formed a direct line of cleavage, and though the sidewalks on North Broad Street might be thronged, South Broad Street has been comparatively deserted. The general system of street lighting has been the same in this section as on North Broad and on Market Streets, and the window and sign illumination has compared favorably, but the tendency of the woman shopper and the afternoon and evening promenaders has been to shun South Broad Street.

Last October a number of the South Broad Street merchants held a conference to consider ways and means of creating favorable publicity to draw the crowd into this district. The South Broad Street Improvement Association was organized and a Lighting Committee appointed to arrange with the Public Service Corporation of New Jersey for some special system of street illumination.

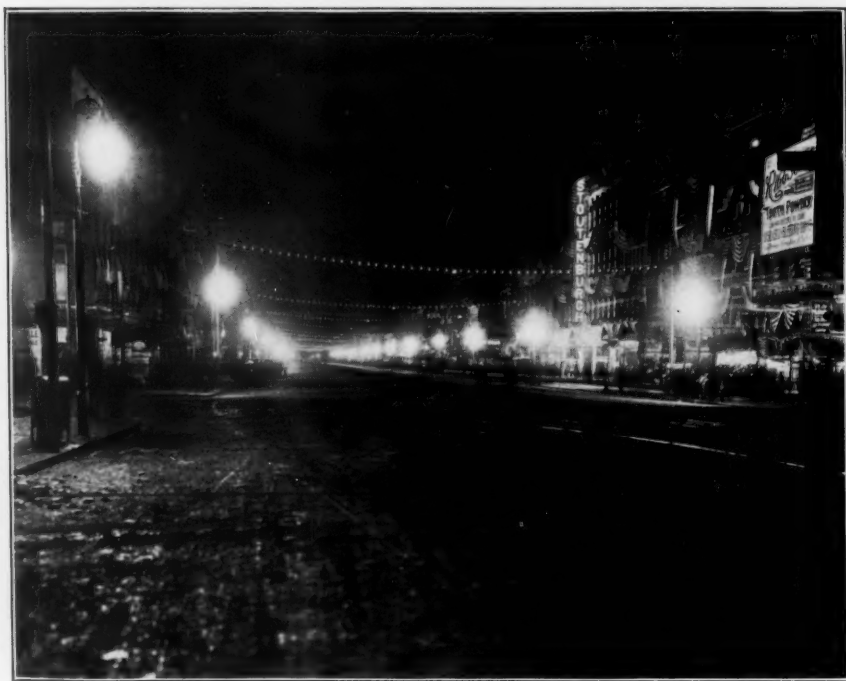
Broad Street, both north and south of Market is one of the widest thoroughfares in the country, being over 100 feet from curb to curb. In order to insure a brilliant display, therefore, it was decided to install at intervals of 60 feet on both sides of the street, 10,000 candlepower flaming arc lamps. Thirty-five were installed by the Public Service Cor-

puration on decorative lamp posts, covering a distance of three blocks, twenty-one of the regular enclosed alternating current street arcs being displaced for which the city makes an allowance to the Improvement Association.

As soon as the plan was adopted, subscriptions were solicited from all the merchants in the South Broad

stalled seventeen strings of fifty-five incandescent lamps suspended across the street between trolley poles along the three blocks. The current for lighting them was furnished without charge for two weeks, the period for which they remained.

On Saturday night, January 16, 1909, in the presence of the largest crowd the city has ever seen, the



Broad Street, Newark, N. J., Looking South from Market Street

Street district and the response was enthusiastic and substantial. The contributions ranged from \$5 to \$500, and considerable money was volunteered by other citizens as a matter of civic pride. Great preparations were made for the opening night, and ceremonies were arranged and widely advertised. The Public Service Corporation also in-

combined installation was turned on and despite a raging snow storm and bitter cold, the speeches were made, the bands played and the brilliance of the display exceeded all expectations.

Columns and columns of newspaper publicity have been secured to the benefit of both the South Broad Street merchants and the Public

Service Corporation, and in the weeks that have succeeded, the effect on the appearance of the street and its influence on trade has been most gratifying. Already it is proposed to continue the flaming arcs

for two blocks further and install 15 additional lights. Also an association of the merchants of North Broad Street has been formed to take steps for some similar street display.

News and Reviews

Current Items of Interest to Commercial Men

A Central-Station Traveling Man

The past fall the Denver Gas & Electric Company, which has for some years been noted for its progressive commercial methods, made a move which is one of the first of its kind in central-station commercial practice. Early in the fall Mr. G. E. Williamson, the company's sign specialist, was sent on a trip East for the purpose of calling on a number of the concerns which do a large amount of national advertising and presenting to them the advantages of electric-sign advertising in Denver. Mr. Williamson also visited the larger Eastern central station and learned as much as possible about recent ideas in novel and striking electric signs.

As a result of this trip, which is believed by the Denver company to be the first of the kind made by a central-station traveling representative, a number of good sign contracts with national advertisers are well on their way to being closed up. Another very satisfactory result of the trip is that by virtue of the new ideas gained by Mr. Williamson as to striking signs, contracts in Denver for seven large animated signs were closed before January 1.—*Electrical World*.

Charging Sparking Batteries

In the January *Electrical Record*, Mr. E. R. Davenport, Sales Agent, Narragansett Electric Lighting Co., Providence, R. I., in an article on the charging of sparking batteries writes as follows:

Most of the central stations of today have large storage battery plants, in which the work of charging sparking batteries can

be done very efficiently and probably in many cases without the need of any additional help beyond that required otherwise. While it may seem trivial business to some central stations, it will pay about the highest rate per kwh. of any energy sold by the central station. The average sparking battery takes about 500 watts, and if the company charges fifty cents for each battery, it practically receives \$1.00 per kw. In some places a charge has been made of twenty-five cents per cell, and as the average sparking battery has three cells, a greater income could be secured on this basis.

One central station now has an income of over \$6,000 annually from this business, and is charging more sparking batteries at its battery station than all the public garages in the territory put together.

Automobile owners generally believe that the local lighting company understands the proper care and charging of batteries better than the public garages. Few of these have facilities for charging batteries with any degree of economy in the consumption of current, and this necessitates their making a charge of from \$1.00 to \$1.50 for each battery in order to make a profit for themselves.

One of the central stations in New England started about two years ago to charge sparking batteries at its battery station. At the beginning, the number of batteries charged were very few, averaging only about twenty-five a week. This number, however, has steadily increased until now it is considered nothing out of the ordinary to have over a hundred batteries on

charge at one time. This increase is due largely to the good service given to the customer by the central station.

The company makes a flat charge of fifty cents per battery, irrespective of whether it is a two or three or even four-cell battery. It did require that tickets for this service be purchased for cash at their office only. The company recently furnished a supply of tickets to each of the outside representatives in their new business department to sell to customers for cash, no one being allowed to have them charged to their account.

The customers take the tickets to the battery station with their battery, at which time a coupon is detached, the man in charge giving the coupon to the owner, on which is printed a number corresponding to that on the ticket. The remaining part of the ticket is attached to the battery for identification until the same is called for by the owner.

Ideas From a Gas Demonstrator

In a recent issue of the *American Gas Light Journal* is an interesting paper by a woman who sees the commercial problem of the gas company through the eyes of a demonstrator. The following suggestions to gas companies may be successfully adopted by the electric light commercial man for the principles of central station selling are fundamentally the same, gas or electric:—

See that church societies and other women's organizations, are supplied with gas ranges, either free or at a nominal cost. The benefit to be derived from this is evident.

Install gas in schools for teaching domestic science. If same is not in regular course make all possible effort to introduce it. Public opinion can be molded by influence, and the women interested in such a movement by persistent effort. The equipment for this work, with a cabinet range as well, should be furnished by the stove company. Chattanooga is today showing what can be done, even among the colored people.

Fit up a suitable space in the gas office for the convenience of women, with desk room, reading table, etc., as in up-to-date

banks, utilizing a gas heater here to speak for itself. This room will prove useful and very popular.

Compel prompt and proper attention to all requests of customers who may ask your help. The old-time "complaint" desk is relegated among the back numbers. We are glad to adjust difficulties and remedy any defects, but the term "complaint desk," in itself, is an invitation to trouble.

Co-operate with hospitals, and secure the interest of nurses, who will readily appreciate the advantage of broiling facilities; and ease in preparing a grilled chop, crisp bacon, well-made toast, nourishing soup and broth.

The woman demonstrator should be in the office during discount days to answer questions about the ranges and other appliances, with exhibit of results when feasible. Inspectors would best make calls for oven tests by appointment; thus no time is wasted and no housewife surprised and disturbed in an untidy kitchen.

A woman of middle age will secure confidence more quickly than a young girl. A housewife resents being told how to cook by a person of youth and evident inexperience, however well trained. A stranger is preferable to a local person, first, because they will be less liable to criticism, and secondly, no time will be wasted in local gossip. She must be thoroughly interested in her work, which is, of course, a desirability in any position. She must be pleasing in manner, not easily ruffled or quick to take offense. She must be neat. This I consider an especial necessity. A young woman who is careless in her dress, or has untidy hair, has no business in a kitchen. She must be tactful and oblivious of kitchen sights, and however able to offer an opinion, she must avoid being officious. The chief objection to this admirable combination is that, other things being equal, they will probably be married by one of the company's men in a short time; but even this might be made advantageous. Work of this kind, if well done, should be well paid. It is nerve-wearing, and for this reason the hours should not be too long. It would be done best if never overdone.

Join the Sons of Jove

The Sons of Jove now number almost 2000. The Order has a purpose which should be of vital interest to every grown man in the electrical field—good fellowship, trade harmony, co-operation.

What has been accomplished by the Jovians of Buffalo is told in the following article. The same—or comparable—results can be accomplished wherever a half-dozen willing Jovians are found.

A little more than two years ago, conditions in the electrical business in Buffalo were such as are to be found in many cities, large and small, today,—every man's hand against every other in the business, every man fearful and distrustful of every other man, competition ruinous, price-cutting prevalent, anything to get the job away from the other fellow, who was supposed to be little short of a thief, a crook and a liar, tricky, crafty,—downright dishonest. Of course, when two or three happened to get together, there was the usual jolly and a semblance of friendliness, but the real, genuine fellowship was lacking.

In June, 1906, three Buffalo men became Jovians, at Atlantic City—G. O. Curtis, 402; W. E. Robertson, 424; L. G. Bassett, 432. In September, 1906, at Niagara Falls, seven more Buffalonians joined the order, including Charles R. Huntley, 486, president of the Buffalo General Electric Co., and C. W. Underwood, 522, general manager of the Buffalo branch of the Westinghouse Electric and Manufacturing Co. In December, 1906, twenty-one new members were added at the first Buffalo Rejuvenation, after a dinner held at the Iroquois hotel. Ten men had a mind to work: one man took the lead—Jovianism was established in Buffalo. The spirit and purpose of the order was plainly set forth, its advantages discussed, and the get-together spirit prevailed. Before breaking up, it was decided to meet for lunch on a certain day within a week. Notices were sent to all Jovians—and others.

The Jovian Lunch Club, thus organized, meets every Friday noon for lunch, a la carte, an after-dinner coffee and cigar and a pleasant hour together. The secretary sends out a post-card notice every Thursday as a reminder. Once in a while, when funds get low, each fellow at the table on that particular day chips in a quarter for postage. That's all there is to it. But you can be sure of finding twenty to forty of the fellows together in Buffalo each Friday noon. In this way Buffalo Jovians have learned to know each other, to get under the shell, to understand each other's peculiarities, and to work together for the common good.

After the organization of the Lunch club, a full degree team was chosen, each branch of the business, central station, contractor, jobber, manufacturer, etc., being represented. Robes and some paraphernalia were purchased. The use of the Scottish Rite Cathedral, Buffalo Consistory, was secured next, by the payment of a regular rental. New members were secured. From initiation fees, a small fund was established. Men from Lockport, Niagara Falls, Rochester and Syracuse came to Buffalo for initiation. Every member was enthusiastic; every member worked. Every one talked Jovianism, everywhere and on every occasion.

Within a year the electrical men of Buffalo, formerly far apart, pulling against each other, utterly out of harmony, had come together through the influence of Jovianism, had learned to know and value one another, had discovered how to work together, that the interest of one was the interest of all, and the interest of all should be the interest of each one. The central station no longer invaded the field of contractor and jobber; manufacturer and jobber, jobber and contractor met each other half way and settled differences in the broad spirit of fraternity, fellow-

ship and commercial co-operation. Each in turn sought to increase the use of electricity, thereby directly assisting the central station, indirectly tending to create new business for all by increasing the market common to all.

But this was not enough. Theoretically it was all right, but practical results were the real end sought. The "show me" spirit grips some men; the "do something" germ gets under the skin of others. The former are ready to applaud when the band plays; the latter climb on the band wagon, pick up one of the instruments, and help create harmony.

A "Booming Buffalo" dinner, under the auspices of the Sons of Jove, brought together the mayor, members of the common council, many city officials, prominent men of affairs and practically every Jovian in or around Buffalo. William E. Robertson, No. 424, then reigning Jupiter, sounded the slogan,—educate the people to the use of electricity. But how! By co-operative publicity—plain statement of facts—a full page of the local newspaper each day devoted wholly to advertising electricity—every business day in the year. It was decided to try it out in one paper, once a week, in the Buffalo Commercial, a circulation of 12,000, reaching the best homes in the city—a fertile field. A full page means seven columns, of 22 inches each,—four filled with advertising, three devoted wholly to carefully prepared news items of interest in the electrical field. Four columns of advertising, 22 inches to column—88 inches. Special rates were secured, giving use of whole page for usual cost of half page. Co-operative advertising! Central station, manufacturer, contractor, jobber, telephone, street railway,—all united and working "all together, all the time, for everything electrical"; \$30,000 a year—each man paying only for the space he uses.

Results came—the field changed. Now it is five papers instead of but one each week,—one for every day in the week, except Bargain Day. "Constant dripping wears away the stone." All Buffalo is becoming educated to the advantages of electricity.

Such is the story of Jovianism in Buffalo.—3 men yesterday, 150 today, 500 tomorrow,—all doing something, showing the other fellow, not waiting to cry, "Show me." From toleration, through acquaintance, fellowship, fraternity, to commercial co-operation with practical results!

It was the same spirit that raised \$2000 for the entertainment of the annual convention in Buffalo last October, that inspired the most dignified and perfect exemplification of Jovian ritual and work and set the mark for all Jovians. It is no miracle—others can do the same thing—even better, maybe. But "Every man had a mind to work," and one was their leader.

WANTED—Live, experienced, New Business Manager for New England Company to take charge in branch city of 15,000. Also experienced solicitor for same territory, to handle residence and commercial business. Address
"NEW ENGLAND," care Selling Electricity.

WANTED—A progressive company in Southern city has an opening for a bright young man to solicit electric lighting and power business. Must have had experience and be willing to work for a moderate salary. Address
"PROGRESS," care Selling Electricity.

WANTED—Up-to-date, progressive and inventive solicitors of the new school. New Business work. Address "K," Selling Electricity, New York.

WANTED—Experienced lighting solicitor by a progressive central station in the middle west. Salary to begin \$75.00 per month.
"WEST," care Selling Electricity.

WANTED—First-class Manager for New Business Department of lighting company in hustling southern city of 75,000. Must be thoroughly competent and able to get results. State age, experience, references, present employment, salary expected in first letter.
Address "SOUTH," care Selling Electricity.

Wagner Electric

Manufacturing Company, St. Louis, Mo.

Single-Phase Motors

Wagner, Quality

The Wagner Company

was the pioneer in the development of the commercially successful motor of the single-phase type. For many years it was practically the sole manufacturer of this type and is still the recognized leader in the single-phase field.

Control of these Motors is Simplicity Itself.

A double pole switch is all that is necessary. It is impossible to injure the motor by closing or opening the switch, at any stage of the cycle of its operation from rest to full normal speed irrespective of the load conditions. If the power service should fail for any reason, the motor returns to the starting condition, and picks up its load when the power comes on again, without the assistance or attention of the operator.

The Wagner Line

includes besides Single-phase Motors, the most rugged Polyphase Motors offered in this country. Also Transformers, Instruments, A. C. Generators, etc.,—all built on a quality basis. Correspondence invited. Please address the nearest office.

Atlanta, Empire Bldg.
Boston, 110 State St.
Charlotte, N. C., Trust Bldg.
Chicago, Marquette Bldg.
Cincinnati, First National Bank.
Cleveland, New England Bldg.
Denver, 1621 Seventeenth St.
Kansas City, Dwight Bldg.
Los Angeles, 326 South Los Angeles St.

Minneapolis, Security Bank Bldg.
Montreal, Bell Telephone Bldg.
New York, 50 Church St.
Philadelphia, Real Estate Trust Bldg.
Pittsburg, Farmers' Bank Bldg.
Portland, McKay Bldg.
St. Louis, 6400 Plymouth Ave.
San Francisco, Balboa Bldg.
Seattle, Pacific Block.

Sioux City, 515-517 Fifth St.

The *Simplex Electric* Automatic *Envelope Sealer* For

Any kind of mail that goes out of any ordinary business office. This is the only envelope sealer ever made that is absolutely automatic, that will absolutely save half the time ordinarily used in this work, that will seal more neatly than by hand, and the only one that can insure security in closing the valuable and private mail of

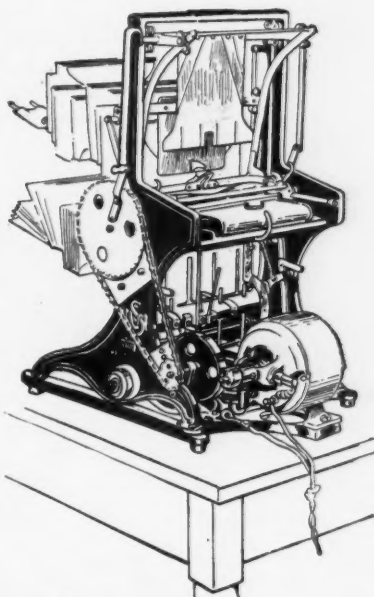
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Cedar and West Sts., New York

310 Dearborn St., Chicago

Factory: Thompsonville, Conn.

these two irons are the 1909 models of the well known Hot Point Pacific Electric Iron

They are of the same general type as the iron which went through 1908 with flying colors; but with a number of improvements. Guaranteed to July, 1910. Fully approved by the National Board of Fire Underwriters. Order a sample of each at our special sample price. Put them on your own lines and test them out deliberately and critically—no test is too severe for the Hot Point Iron.

1909 MODEL STANDARD HOT POINT IRON

Guaranteed Against Defects or Burn-outs
Until July, 1910



The 1909 model is simply the 1908 model improved. The heating elements, as formerly, deliver extra heat to the point of the iron where the demand is greatest.

The two brass cords lie along the sides of the iron in intimate contact with the bottom. They are easily removable.

The resistance wire is the same as we used in 1908 with a record of less than 2 per cent. of burn-outs from all causes.

The asbestos pad is still used to keep the handle cool. The attached stand is there, doing away with all hunting and fussing. But improved to enclose the terminals.

The bottom of the iron is thick, giving large heat-storing capacity. On light work plug is out half the time.

But we have made a number of improvements suggested by experience. The principal improvements are:

—**Easily Removable Heating Elements.** Anyone can take them out with a screw driver.

—**Steel Clad Switch Plug.** The porcelain parts are contained in a drawn steel case which thoroughly protects them.

—**Closed-in Stand on the Heel.** Impossible to short circuit the terminals at the back of the iron or to catch on the goods. We have also adopted the Benjamin Swivel Lamp Attachment Plug and Extra Flexible Asbestos Cord.

1909 MODEL AUTOMATIC HOT POINT IRON

Impossible to Overheat. No Fire Risk

We have taken the improved 1909 Hot Point Iron, described above, and applied our automatic cut-out device. So when you read about this automatic cut-out iron, please bear in mind that it has every good feature of the Standard Iron. In addition, there is the automatic control.

This automatic control is actuated by the heat on the face of the iron. When the iron passes a certain temperature the mechanism is automatically released, a strong spring throws the plug out of the socket and the current is cut off.

The principle is new. It is not a thermostat. It is comparatively simple and is positive and reliable in action. The addition of this cut-out device does not in any way impair the value of the other features of the Standard Iron.

When the current has been thrown off by the automatic device a new connection cannot be made until the iron has cooled down to working temperature. This guards against the remotest possibility of overheating.

SPECIAL SAMPLE OFFER TO CENTRAL STATIONS AND DEALERS

We will send a six-pound 1909 Model Iron, charges prepaid to any point in the United States, as follows: Standard Model, \$4.00. Automatic Model, \$5.00. In 10 days, if iron is not satisfactory, return it, and we will refund your money. We take all the risk. Be sure to give voltage. Even if familiar with former models you should see these. No man can claim to be strictly up-to-date on electric irons until he has examined the 1909 Model Hot Point Irons. Order a sample now.

How many residence connections?

How many Irons do you expect to use this year?

Answer these questions and we will

Quote Quantity Price and Show Our Guarantee

Do this when you order your samples, to save time. We have a plan by which Central Stations can put out twice as many irons as otherwise. Ask for the plan. We supply the printed matter free of all charge.

Send Orders for Samples to Ontario

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HOME OFFICE, ONTARIO, CALIFORNIA
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In writing to advertisers, mention "Selling Electricity."

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Can tell you something about

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The National Commercial Gas Association book on "New Business Methods in 1909," by George Williams, is the best thing on the subject in type. It tells all about planning, organizing, selling --- the principles and practice of New Business Getting.

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136 Pages

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BUY BUCKEYE TUNGSTENS *Now* B-E-C-A-U-S-E

Buckeye Tungstens are skillfully, carefully
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Buckeye Tungstens are long of life and
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Buckeye Tungstens were reduced 10% in
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BUCKEYE ELECTRIC CO.

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They are handy
when the customer kicks
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**Schaum Engraving
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Successors to **Clark Engraving & Printing Co.**

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Lawyers spend a big percentage of their income for books, because books tell them

**What they must
Know
To be successful.**

You, Mr. Man, only have to spend One Dollar per year for **SELLING ELECTRICITY** which

**Tells you How to Succeed,
Helps you get your
Salary Raised,
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In Line for Promotion.**

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Pin a Dollar Bill to your business card and mail it to

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Designed for use on low ceilings. Has a Brass Canopy fitting close to ceiling permitting Tungsten light to be used to best advantage in low rooms. Twenty inch Porcelain glass shade. Porcelain Enameled center cone. Is inexpensive and easily installed.

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Consultation—by letter, or appointment, only

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not

Defective



Mr. Jobber

Mr. Dealer

DO YOU WANT TO KNOW

HOW

TO INCREASE YOUR LAMP SALES?

We are right *now* conducting a *unique*
advertising campaign for all

“Brilliant” Jobbers

to

Reflect or Throw Back Lamp

BUSINESS TO OUR JOBBERS

Better Let

The “Brilliant” Do the Work.

We would like to tell you about it.

Write Today

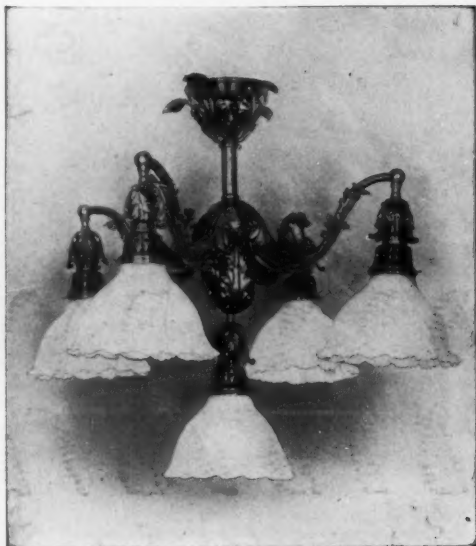
*The Brilliant Electric
Company*

Cleveland, - - - Ohio



In writing to advertisers, mention “Selling Electricity.”

For BANK LIGHTING and other High-Class Installations



Distinctive Tungsten Fixtures

The products of the Simes Company are invariably high-grade, distinctive and artistic. They give no suggestion of "stock" designs, yet are priced at figures which compare favorably with common fixtures. They are substantial, in good taste and harmonize perfectly with high class interiors.

De Luxe Drop Light

A novelty that should be in every central station display room. This attractive shade serves the purpose of a high-priced portable for the library, parlor, sitting room, den, hall or desk.

Throws a bright, perfect light on the table, and a soft light throughout the room. It is lined with the finest green, red or yellow silk of special texture for the proper distribution of light.

When removed from holder, shade folds flat.



We solicit the patronage of Central Stations desiring scientifically-designed, artistic, high-grade, *individual* fixtures

Our prices are right

Let us send Catalog No. 10

THE SIMES COMPANY

18-20 ROSE STREET

NEW YORK CITY

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